



Mid-Term Review of the  
Second National  
Development Plan  
(NDPIII)  
2020/21-2024/25

Development  
Partnerships Thematic  
Report

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Prepared by



In Collaboration with

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## Acronyms

AAA	Accra Agenda for Action
AAAA	Addis Ababa Action Agenda
AMP	Aid Management Platform
AU	African Union
BFP	Budget Framework Paper
BoU	Bank of Uganda
CSO	Civil Society Organisation
EAC	East African Community
DGF	Democratic Governance Facility
FOWODE	Forum for Women in Democracy
GAPR	Government Annual Performance Report
GDP	Gross Domestic Product
GoU	Government of Uganda
IMF	International Monetary Fund
JBSF	Joint Budget Support Framework
JLOS	Justice Law and Order Sector
LDPG	Local Development Partners Group
MDA	Ministry, Department and Agency
MoAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MoD	Ministry of Defence
MoEACA	Ministry of East African Community Affairs
MoEMD	Ministry of Energy and Minerals Development
MoES	Ministry of Education & Science
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoIA	Ministry of Internal Affairs
MoICT	Ministry of Information and Communications Technology
MoJCA	Ministry of Justice and Constitutional Affairs
MoLHUD	Ministry of Lands, Housing and Urban Development
MoTIC	Ministry of Trade, Industry and Commerce
MoTWH	Ministry of Tourism, Wildlife and Heritage
MoWE	Ministry of Water and Environment

MoWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MTEF	Medium Term Expenditure Framework
MTR	Mid-Term Review
NDP	National Development Plan
NDR	National Development Report
NPA	National Planning Authority
NPF	National Partnership Forum
OECD	Organisation for Economic Co-operation and Development
OPM	Office of the Prime Minister
PIP	Public Investment Plan
PPP	Public Private Partnership
REAP	Resource Enhancement and Accountability Programme
SIP	Sector Investment Plan
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SWG	Sector Working Group
ToR	Terms of Reference
UBOS	Uganda Bureau of Statistics
UDB	Uganda Development Bank
UDN	Uganda Debt Network
URA	Uganda Revenue Authority

## EXECUTIVE SUMMARY

- 1. Partnerships are critical levers to the delivery of global, regional and national development agendas.** They are identified as important in the delivery of the Africa Union (AU) 2063 agenda, East African Community (EAC) Vision 2050, Sustainable Development Goals (SDGs) and Uganda's Vision 2040. The Third National Development Plan -NDP III (2020/21-2024/25) emphasizes the relevance and importance of multi stakeholder development partnerships towards the delivery of the plan objectives. The plan recognises the important role of Development Assistance, private sector and NGO financing towards the delivery of development priorities. In particular, more than a third of the plan's financing is expected from private sector.
- 2. Fully fledged realisation of effective and multi stakeholder partnerships remains a challenge.** The Mid Term Review (MTR) of second National Development Plan (NDP II) presented a mixed picture, with still challenges of efficiency and effectiveness in aid coordination and delivery to Government of Uganda. In particular, there is absence of Development Partners division of labour and lack of mutual accountability. The NDP II MTR focus was only on development partners (formerly known as external donors) and did not review partnerships with private sector and Non-state actors like the Civil Society Organisations (CSOs).
- 3. NDP III conceptualises partnerships from broad realm of development stakeholders including but not limited to CSOs, Development Partners (also known as donors) and Private Sector.** This NDP III MTR extends the scope of review to all partnerships (Development Partners (DPs), CSOs, and private sector partnerships) and aimed to assess the progress made against the set objectives and results, identify challenges and emerging issues, and recommend specific actions to address them in the remaining NDP-III period and for the design of NDP-IV (2025/26-202/25).
- 4. Both quantitative and qualitative approaches were employed in the preparation of this report.** The approach involved extensive consultations with relevant stakeholders, extensive documents reviews, and survey questionnaire deployment (see Annex A). Secondary data on the on-budget development assistance (mainly on multi-lateral and bilateral external loans and grants) was obtained from the Ministry of Finance, Planning, and Economic Development (MoFPED) Aid Management Platform (AMP). However, the AMP data does not cover off budget support, private sector support as well as NGO/CSO support. Complimentary data was

also sourced from OECD Credit Reporting System, though most of its data predates the NDP III.

## Key Findings

5. **The legal and policy framework for development partnerships is in place.** It is founded in the 1995 Constitution of the Republic of Uganda, as amended; the 2015 Public Finance Management Act (PFMA), as amended; the 2001 Budget Act, PPP Act 2015 and NGO Act 2016 (now under review), Uganda Partnership Policy 2013, the Medium term Debt Strategy 2021/22, the Medium Term Revenue strategy and the draft Uganda Public Investment Finance Strategy.
6. **Uganda continues to exhibit strong ownership of its development process, encapsulated in the Government led development of the national development plans.** All partners reported strong ownership of the NDP III by Government of Uganda. However, some DPs provided technical assistance and funding to support NDP III drafting, but government remained at the front of driving the process. DPs still find NDP process as an adequate planning document for their own programming as such, most of them reported alignment of their activities to the NDP. This is also exhibited by continued on budget support, with some DPs like the IMF giving only budget support. However, there are also partners (UN, Swedish embassy, US and Irish embassy) with limited or no use of government systems in part due lack of trust in the government system.
7. **Multi stakeholder partnerships and engagements are weak and the Division of Labour amongst DPs is vividly absent.** DP harmonisation continues to happen through the LDPG, but this body remains more of an information sharing and dialogue platform. It periodically engages with GoU at the MoFPED level through the Economic Management Group and the National Partnership Forum led by OPM. The existing coordinated partnership forums LDPG, PWGs, PSF<sup>1</sup> and or the NGO Forum are primarily discussion groups-not for decision making fora—and generally the actions of their members are not binding. The multi stakeholder partnerships including private sector, CSOs and DPs happens mainly through the now programme working groups which are reported to be less effective compared to previously sector working groups. The Division of Labour amongst DPs is vividly absent, joint programming is selectively happening for a few DPs and some channel funding though pooled

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<sup>1</sup> <https://www.psfuganda.org/>



funding mechanisms, such as the Resource Enhancement and Accountability Programme (REAP) and the Democratic Governance Facility (DGF).

8. **There is no effective mechanism for partnerships mutual accountability in place.** The level of effectiveness and efficiency are in part constrained by lack of the joint assessment framework, and the Government Annual Performance Report (GAPR) has not been an effective anchor for mutual accountability. The general increase in ODA disbursements levels over the first two years of NDP III implementation compared to NDP II period is in part attributed to increased disbursements also related to COVID19. This was vivid in accountability sector where increased balance of payments support was provided by the IMF.
9. **Despite the provision of fiscal incentives by Government especially as response to COVID-19 pandemic, private investments continued to remain subdued.** The private sector credit growth over the two years of NDP III implementation also remained below NDPIII average, in part crowded out by government's increased domestic borrowing. While the NDP III envisages 27 core projects to be implemented through Private Public Partnerships (PPPs), only two projects Kampala-Jinja Express Highway at procurement stage and Coffee value chain development project (Rehabilitation of old coffee trees-70%, Washing Station, and Soluble Coffee Plant) at concept approved stage have so far been adopted under the PPP framework.

## Recommendations

10. **Overall there is need to have mechanism to facilitate regular Government-led dialogue with development partners and other actors including representatives of private sector and civil society be instituted.** Government has a critical role to strengthen the means of implementation and revitalize the global and national partnership for sustainable development. The proposed revitalisation of NPF mechanism by ensuring that the new players (including non- traditional donors) participate for better results can provide a space for regular updates on priority issues, including sharing key planning and budgeting documents in a timely matter and ensuring adequate and coordinated support while not leaving any sector, programme or area untackled.
11. **Strengthen the operation mechanism of the National Partnership Forum by adopting a framework for mutual accountability.** The starting point is having partnership framework indicators (also integral in the NDPs M&E frameworks) which should be monitored and reported on periodically also as part of the Government Annual Performance Reports and

NDP certificate of compliance reports. Defining measures and standards of performance and accountability of partner country systems in public financial management, procurement, fiduciary safeguards and environmental assessments, in line with broadly accepted good practices and their quick and widespread application. The adoption of Busan Indicators in to the NDP III framework and GAPR is importantly required. The findings therein should be part of the dialogue that happens through the inclusive partnership approaches at the National Partnership Forum. It is recommended that frequency of the meetings for National Partnership Forum should be twice a year and that the composition of the NPF should be extended to other stakeholders (non-traditional partners, CSOs, Academia and private sector foundation). Their involvement in partnership forum and partnership platforms is critical to ensure a strong understanding of government priorities and alignment of their resources.

12. **Promotion of an Integrated Data Tracking mechanism of all partners' financing and other forms of support towards National Development Activities.** As part mutual accountability commitments, there is need to encourage DPs to increase their reporting of off budget support in to the AMP and also feasibly expand the AMP to capture private funding and CSO/NGO financing. The Minister of MoFPED has already sent a letter to development partners to re-emphasize the need to enter their off-budget support as well on budget support in AMP. Additionally, there is need to support the production of the annual state of development partnerships including the prospect of an NGOs report.
13. **Urgently revise the policy frameworks to cater for emerging trends.** The revisions of partnership policy should consistent with or integral with the Development Cooperation Policy (DCP) to guide the sourcing and general governance of grants in development and inclusive growth focusing on alignment of grants to Government priorities, as well as transparency, official recording and reporting of off budget grants.
14. **Investment in the ability to invest by Government will leverage more resources on the budget.** This will include strengthening both public finance reforms and public investment management. The improvements in fiduciary rating for Government will go a long way in raising substantive financing from development partners and increase compliance with the principles of aid effectiveness. In particular, there is also need to undertake due diligence through rigorous assessments to gauge the viability of the project, ensuring that projects are well-structured, commercially viable and will provide value for money as well as public investment dividends.

# 1 INTRODUCTION

## 1.1 Background

15. **Uganda through the National Planning Authority initiated this mid-term review (MTR) of the third National Development Plan (NDP-III;2020/21 - 2024/25) and the end term evaluation (ETE) of the second National Development Plan (NDP-II), 2015/16 - 2019/20.** The MTR aims to assess the progress made against the set objectives and results, identify challenges and emerging issues, and recommend specific actions to address them in the remaining NDP-III period and for the design of NDP-IV (2025/26-202/25).
16. **One of the thematic areas for review as part of Mid Term Review is Development (multi stakeholder) Partnerships.** Uganda has had a longstanding history of development partnership since the 2003 Partnership Principles as part of the Poverty Eradication Action Plan (PEAP). Further, Uganda and most of DPs have signed international agreements to enhance the impact of aid notably as part of the Paris Declaration on Aid Effectiveness in 2005, the Accra Agenda for Action (AAA) in 2008, and the outcomes of the Fourth High-Level Forum on aid effectiveness in Busan (2011), which established the Global Partnership for Effective Development Cooperation (GPDEC). In 2016, Governments approved Nairobi Outcome Document to shape how existing and new development actors can partner to implement the 2030 Agenda and realize the SDGs.
17. **Gaps in development partnerships continue to predominate.** Previous reviews of Development partnerships (Mid Term Review of NDP II) and Uganda’s Development Partnership Review 2020 by Ministry of Finance, Planning and Economic Development reveal mixed findings with partnership effectiveness gaps continued use of non- government systems in channelling their aid and support. The National Partnership Forum (NPF) was established in 2014 to ensure efficient and targeted cooperation between the Government of Uganda and Development Partners, as well as to promote transparency and accountability. However, there have been some questions about its effectiveness in addressing the development partnership challenges, trends and needs. Joint ownership of results and harmonised partner programming remains a challenge<sup>2</sup>. However, previous reviews and assessments only focused on review with development partners (previously known as Donors)

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<sup>2</sup> MoFPED (2020). Uganda’s development partnership review: a country pilot of the global partnership for effective development cooperation

and did not consider the partnerships with other actors like the private sector and NGOs/CSOs.

18. This review will provide an exposition of the multi stakeholder development partnerships modes and effectiveness in channelling their support to Uganda's development priorities during the two years of NDPIII implementation.

## **1.2 Objectives and Focus**

19. **The main objective is to reviews the development partnerships in Uganda through the principles of; ownership, alignment, donor harmonization/division of labor, transparency and mutual accountability and management for results.** Specifically, the NDP mid-term review will seek to determine the extent to which:

- i. Private sector investment and financing aligns with NDPIII priorities; how the private sector has utilized the fiscal and non-fiscal incentives by government;
- ii. Private sector has invested in key growth areas and responded to emergencies (COVID19 outbreak);
- iii. support from development partners, both through budget and project support, continues to be significant;
- iv. Country strategic frameworks, priorities and donor support have responded to the NDPIII;
- v. NDPIII has provided a basis for mutual accountability;
- vi. Stakeholder Analysis, participation and consultations have informed the Plan preparation
- vii. Partnerships (CSOs, Private Sector and DPs) anchor their strategic priorities to the NDP III.
- viii. CSO space, involvement, capacity, coordination and interface mechanisms have played a role towards the implementation of NDPIII.

## **2 APPROACHES AND METHODOLOGY**

### **2.1 Approaches**

20. **The evaluation for development partnerships involved assessing NDP-III in terms of OECD criteria relevance, efficiency, effectiveness, sustainability and impact.** The assessment adopted a consultative and participatory approach by seeking guidance from a reference group that included consultations with key partners and stakeholders who were involved in the implementation of NDP-III. This approach was adopted to ensure the validity and relevance of evaluation findings and outputs. The assessment further utilized four phased approach of planning, assessment of results, working for better results and action plan for

better and sustained results in order to ascertain the extent and strength of the partners' involvement for the period under evaluation (Table 1).

21. **Desk review of documents.** A comprehensive document review was conducted, including the NDPIII, and activity-related documents like the budget performance reports. A comprehensive list of documents reviewed is found in **Annex 1** of this report.
22. **Secondary Data:** The secondary data sources for this review included Ministry of Finance, Planning, and Economic Development (MoFPED) Aid Management Platform (AMP) which is based on donor reporting in Uganda. However, the database does not yet include the off budget funding. In the review, we also utilised the OECD creditor reporting system that tracks individual commitments of Official Development Assistance (ODA) and Official Aid (OA) by members of OECD Development Assistance Committee (DAC) and other multilateral institutions. However, the latest data coincides with the first year of NDP III implementation implying that the analysis relied on retrospective trends before and extrapolations therein for comparison purposes.
23. **Interviews.** Interviewees included of NPA technical staff and representatives of other institutions/agencies managing partnerships including the Ministry of Finance, Planning and Economic Development and the Office of the Prime Minister.
24. **Surveys.** Online structured questionnaires containing both close and open ended questions were administered based on the assessment of the desktop review from the availed reports and preliminary reviews. The MTR Consultants in consultation with the NPA technical staff, agreed to pivot away from the anticipated methodology of extensive interviews towards using the survey methodology. Three separate survey questionnaires were uploaded on *Kobocollector*, one for development partners and two for civil society organisations. *Kobocollector* was beneficial for easier access and convenience for the stakeholders to participate in the MTR. The questionnaire for development partners (DP) covered four aid effectiveness thematic areas of ownership, alignment, division of labour and DP harmonisation, mutual accountability and management of results. On the other hand, the CSO tool reflected on the level of engagement of CSOs, the programmatic interventions towards NDPIII as well as the opportunities and challenges for their engagement. Semi structured questions were also disseminated to the Office of the Prime Minister, MoFPED and Private Sector Umbrella organisations (Private Sector Foundation Uganda, and Uganda Manufacturers Association).

25. During the reporting phase of the NDP III MTR, regular meetings were held with the NPA and the technical drafting counterparts in order to review progress, address bottlenecks and ensure contractual obligations are continuously in-line with the ToRs.

## **2.2 Limitations and opportunities**

### **2.2.1 Limitations on the approach and methodology**

26. **Limited number of stakeholders:** The review relied on LGDP updated contacts on development partners for most of the intervention areas, which enabled the evaluation team to sample interviewees as well as reach a wide range of stakeholders. A number of sampled partners especially DPs could timely not respond to the online survey tool, as most of them were on summer leave which resulted initially into a slow response rate.

27. **Access to data:** The data resources were limited in terms of access but also in generating latest data to enable comparison due to Covid-19 pandemic. As a result, the analysis relied on retrospective trends before and extrapolations therein for comparison purposes. Due to lack of baseline data for development partners makes it difficult to measure impact. There was a notable data gap related to CSOs and private sector contribution to NDP activities, which the review tried to address with primary data inquiry.

### **2.2.2 Opportunities**

28. **Existing harmonized development partners' platform.** This offered a centralized source of coordinating Development Partners and reliant on repository document on the LDPG website. This offered an opportunity to investigate their effectiveness in aligning and delivery on core program areas as identified in NDP III, and to explore the extent to which working at both levels through one programme added value.

29. **The existence of the Aid Management Platform.** The database is rich realm of data from commitments, annualized budget projections and out turn. This fed into the quantitative analysis and findings. However, the platform is not comprehensive enough for off budget support for all partners.

### 3 CONTEXT: COMMITMENTS, STRATEGY, POLICY AND INSTITUTIONAL FRAMEWORKS

#### 3.1 UGANDA PARTNERSHIP COMMITMENTS

30. **Uganda partnership commitments are enshrined national and international frameworks.** These include the National Partnership Policy (2013), Paris Declaration on aid effectiveness (2005), the Accra Agenda for Action (2008) and the Busan Partnership for Effective Development Co-operation (2012).
31. **Uganda also endorsed the SDG 2030 which not only reflect Partnership as one of the five pillars but also is explicitly reflected as goal 17.** Goal 17 aims to strengthen the means of implementation and revitalise the global partnership for sustainable development. Partnerships are the glue for SDG implementation and will be essential to making the Agenda a reality. Goal 17 calls to strengthen the means of implementation and to build and enhance partnerships with diverse stakeholders. The Addis Ababa Action Agenda 2015, which is the financing and implementing mechanisms for the SDG 2030 Agenda underscores the importance of improving the quality, impact and effectiveness of development co-operation and other international efforts in public finance, including adherence to agreed development co-operation effectiveness principles<sup>3</sup>.
32. **AU 2063: Aspiration 7 is about Africa as a strong, united, resilient and influential global player and partner.** Specifically, Goal 19 is Africa as a Major Partner in Global Affairs and Peaceful Co-Existence. The aspiration aims to create effective partnership frameworks with its external partners through existential strategic partnerships such as: Africa-European Union partnership (or JAES - Joint Africa-EU Strategy), the Africa-South America partnership (ASACOF – Africa - South America Cooperation Forum), Africa-China partnership (FOCAC - Forum for China-Africa Cooperation), the Africa-Japan partnership (TICAD – Tokyo International Conference on Africa’s Development), the Africa-US partnership, Africa-Arab League of States partnership (Africa-Arab Forum); Africa – India partnership (AIFS - Africa-India Forum Summit), the Africa-Turkey partnership (Africa-Turkey Cooperation Summit), Africa-Korea partnership (Korea-Africa Forum). Intensified partnerships interventions were enhanced to mitigate the COVID19 crisis, including but limited to The Partnerships for

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<sup>3</sup> UN (2015), *Addis Ababa Action Agenda*, United Nations, New York, [https://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA\\_Outcome.pdf](https://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf).

African Vaccine Manufacturing (PAVM) in April 2021 to leverage pan-African and global partnerships to scale-up vaccine manufacturing in Africa.

33. **EAC 2050 agenda also emphasize the leverage of partnership towards national and regional development.** It aims a) Increased partnership between the public and private sectors for economic transformation. b) Strengthen the means of implementation and revitalise the global partnership for sustainable development including but not limited to mobilisation of resources of bilateral and multilateral Partners.
34. **Uganda has an expansive legal and policy framework in place.** The present legal framework for development partnerships is provided by the , the Constitution 1995, as amended in 2000 and 2005, the new Public Finance Management Act 2015 (as amended), the PPP Act 2015 and NGO Act 2016 (now under review). The Constitution and the PFMA give the Ministry of Finance, Planning and Economic Development (MoFPED) the mandate to plan and manage public finances. The power to raise external financial resources is vested in the Minister responsible for Finance, Planning and Economic Development. Both the Cabinet and Parliament should approve all external borrowings. Parliament is also required to approve all loans including domestic borrowing and any PPPs with contingent liabilities. The policy framework is encapsulated in the 2013 Partnership Policy, Medium Public Debt Management Strategy (2022/23 -2025/26), the Medium Term Revenue Strategy, PPP policy, Charter of fiscal responsibility (2021/22-25/26), NGO policy 2010 (now under review) and the National Private Sector Development Strategy (2017/18-2021/22) that aims to improve the business enabling environment, accelerate industrialisation and support firm level productivity and modernisation.
35. **The NDP-III emphasizes the critical role of development partnerships of CSOs, Development partners (donors) and private sector.** It particularly aims at increasing the effective utilization of alternative sources of development financing, like; the private sector, the pension fund, development partners and CSOs. Of the UGX 276.9 trillion, 33% is expected to come from the private sector. Other sources of financing include: external financing: budget support, concessional loans, semi-concessional borrowing, non-concessional borrowing; while the domestic financing include bank financing, Bank of Uganda, Commercial Banks; and non-banking financing. The non-public sources of financing include Public Private Partnerships (PPP), direct private sector investments (domestic and foreign) and CSO contributions. The non-concessional financing was limited to projects with capacity to payback.



36. **Both NDP and SDG embrace the principles of developing Integrated National Financing Framework (INFFs).** The NDPIII was to be followed by the development of a holistic financing framework for development including SDGs, the equivalent of the Integrated National Financing Framework in line with the Addis Ababa Action Agenda. This is only work in progress, as the Public Investment Financing Strategy (PIFS) is still in draft form. The PIFS (forthcoming) identifies relevance of multi stakeholder financing mechanisms, domestic and external. It further identified south to south cooperation as a critical and emerging important source of financing at the backdrop of financing core projects under NDPIII. To realise development partnership objectives, GoU aimed to enhance coordination of all stakeholders including development partners, private sector and CSOs towards resource deployment in the implementation of the same set of development priorities. However, an elaborate partnership framework is not found in the NDPIII and its M&E framework.

### 3.2 The Institutional Framework FOR PARTNERSHIPS

37. **The Partnership Policy articulates the institutional framework that defines the roles and responsibilities** in managing aid:

- (i) **The Office of the Prime Minister (OPM)** is responsible for the overall Partnership Policy (PP) coordination, and monitoring and evaluation. It will also be responsible for supervising discussions with DPs on the design and implementation of development cooperation and will oversee accountability issues.
- (ii) **The Ministry of Finance, Planning and Economic Development (MoFPED)** is responsible for mobilizing financial resources and managing them in the manner that promotes economic growth and development. It will take the lead in development cooperation negotiations and thereafter the disbursement and reporting of development cooperation.
- (iii) **The National Planning Authority (NPA)** is responsible for preparing comprehensive national development plans and guiding the planning process. It will play a key role in identifying NDP financing needs and in monitoring the implementation of the NDP.
- (iv) **MDA/LGs** are responsible for formulating and implementing NDP programs and will within the context of development cooperation be required to effectively utilise, record and account for expenditure of monies received.

38. **In order to strengthen joint policy dialogue as foreseen in the Partnership Policy, Government and Development Partners agreed on the implementation arrangements outlining the framework for partnership dialogue.** To maximise alignment with NDP and minimise transaction cost the, partnership dialogue was aligned to the national planning, budgeting and reporting cycle and managed using existing Government policy-making structures and processes. Specifically;

- (i) The highest level of consultation is coordinated under the **National Partnership Forum (NPF)**, chaired by the Prime Minister and attended by Ministers, Ambassadors, Heads of Development cooperation to discuss policy issues pertaining to promoting development assistance effectiveness and mutual accountability.
- (ii) The NPF was supported by the **Partnership Task Force** chaired by the Permanent Secretary, Office of the Prime Minister to prepare the NPF and follow-up agreed actions and implementation of the Partnership Policy. Members of the task force include, OPM, MoFPED, National Planning Authority, the NGO Forum and Development Partners.
- (iii) At a programme level to strengthen implementation and coordination of programme strategies and policies in line with NDPIII, **Programme Working Groups (PWGs)** were established chaired permanent secretary of the lead line ministry. The PWGs have been operating and major platforms for formulation and coordination of programme and sector strategies, oversee development cooperation, promote alignment and harmonisation of development partner program at the programme level. The PWGs involve representatives from MDAs, Development Partners, NGOs, and the private sector.
- (iv) **The Local Development Partners' Group (LDPG)** which has been in place since 2006 is the apex coordination forum for Development Partners in Uganda. The LDPG coordinates Development Partners' engagement with the Government on overall issues related to development cooperation and oversees the work of thematic/sectoral Development Partners' Groups (DPGs).

39. **Public-private dialogue occurs regularly throughout the policy cycle through structured channels such as the Private Sector Forum.** However, these interactions are neither inclusive nor broad in their scope of discussion. Just like the PSFU, the CSO is represented on the NPA expanded board by NGO Forum (an umbrella organisation with over 650 members across the country).

#### 4 SITUATIONAL ANALYSIS

40. **The NDP III which pays cognizance to the importance of multi stakeholder partnerships towards Uganda's economic development.** It draws on the achievements, challenges encountered and lessons learnt as identified in NDP II mid-term review and other reports including Uganda's development partnership review: A country pilot of the global partnership for effective development cooperation.
41. **The policy and institutional frameworks encapsulated in the Partnership policy 2013 are in place for the management of development assistance and partnerships mainly with DPs.** There is increased ownership of NDPs and other strategic plans, with DP and stakeholders reporting alignment of support to NDP III. The National Partnerships Forum remains a Platform for engagement of development partners, however, it remains not holistically inclusive of all stakeholders beyond the traditional development partners (at the Ambassadors and Heads of cooperation level on the DP side) and Government. They are also less effective than the previous joint budget support framework (last used in 2012), that included joint assistance framework, that was basis for joint DP and GoU decision and a measure of mutual accountability<sup>4</sup>. The development partners remain coordinated under the local Development Partners Group (about 35 found on their website<sup>5</sup>) and these are mainly the traditional DPs.
42. **Uganda launched its second National SDG Roadmap for the period 2020/2021 – 2024/2025, which aims to ensure that the strategies employed to achieve the SDGs are in conformity with NDP III.** With the SDG Secretariat in the Office of the Prime Minister, supporting the coordination function, the roadmap takes cognizance of the roles played by all other state and non-state actors, including the National SDG Task Force and the five Technical Working Groups within the SDG Coordination Framework (chaired by the Office of the Prime Minister, the Ministry of Finance Planning and Economic Development, the Uganda Bureau of Statistics, National Planning Authority as well as the Ministry of ICT and National Guidance). The road map also aims to map out new partnerships and promote the potential of existing ones in order to harness synergies of the whole Government. However, the coordination of SDGs has not been devoid of weakness, inter alia with the SDG secretariat (which is set outside the mainstream OPM office) lacking the requisite resources (human and

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<sup>4</sup> MoFPED (2020). Uganda's development partnership review: a country pilot of the global partnership for effective development cooperation

<sup>5</sup> <https://www.ldpg.or.ug/ldpg-members/page/1/>

financial) as well as weak link between the different agencies identified in the coordination mechanism. The creation of the SDG secretariat outside the mainstream OPM creates a risk of duplication, since the OPM has an M&E department.

43. **Financing gap for SDGs annually is nearly as large as the current revenue effort.** Recent estimates indicate that countries of low income status like Uganda will require at least 14% to GDP in additional financing to meet the SDGs 2030<sup>6</sup>. That is about the same level Uganda currently collects in domestic revenue. This reiterates the need for multiple financing source stream as identified in the National Development Plan III.

44. **SDG 17 calls for a global partnership for development.** A successful sustainable development agenda depends on the partnerships between governments, the private sector and civil society. Although SDG 17 has 19 targets, only 3 targets are progressively tracked and reported on due to data gaps (Figure 2).

**Table 1: Selected SDG targets**

YEAR	PROPORTION OF DOMESTIC BUDGET FUNDED BY DOMESTIC TAXES	VOLUME OF REMITTANCES (IN UNITED STATES DOLLARS) AS A PROPORTION OF TOTAL GDP	DEBT SERVICE AS A PROPORTION OF EXPORTS OF GOODS AND SERVICES
2016	87.8%	4.1%	3.1%
2017	88.9%	3.9%	4.8%
2018	92.5%	3.9%	6%
2019	88.9%	4.1%	5.3%
2020	n.a.	2.8%	6.5%

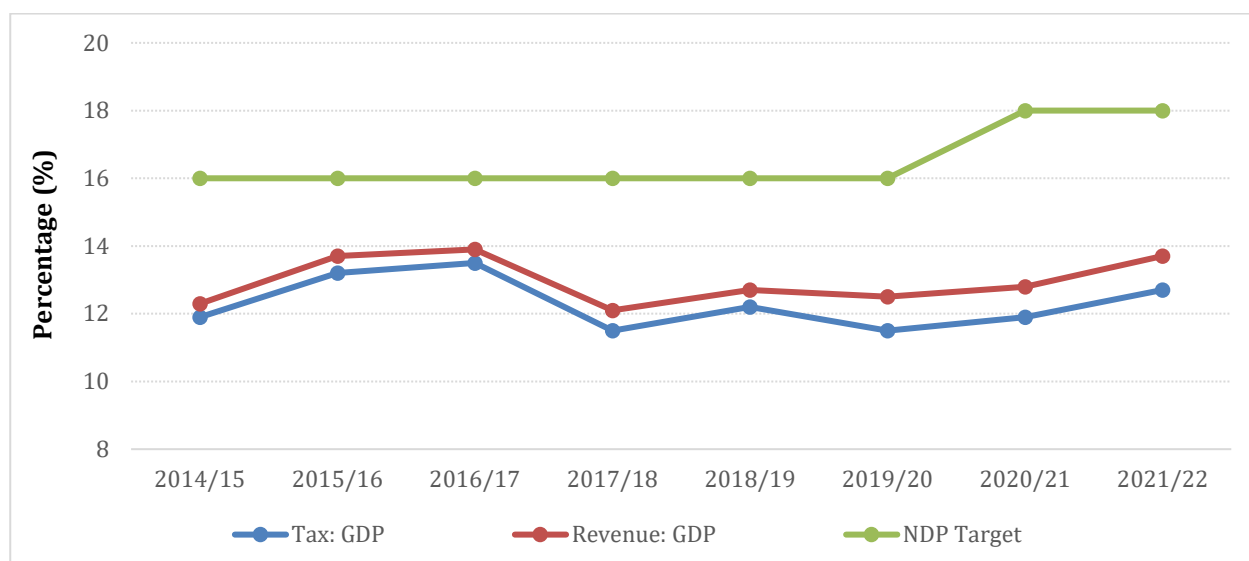
Source: MoFPED, 2020

45. **Both revenue and tax to GDP fell below the NDP targets of 18% (Figure 1).** The proportion of domestic budget funded by domestic taxes has been increasing since 2016 from 87.8% to 92.5% in 2018 and thereafter declined to 88.9% in 2019 (Figure 2). Revenue to GDP ratio increased from 12.6% in 2019 to 13.36% in 2020, which was almost near the 13.73% NDP III target of 2020/21. In terms of revenue mobilization, total revenue collection

<sup>6</sup> Gaspar, V., Amaglobeli, D., Garcia-Escribano, M., Prady, D., & Soto, M. (2019). Fiscal Policy and Development: Human, Social, and Physical Investments for the SDGs (SDN No. 19/03; p. 45). Retrieved from International Monetary Fund website: <https://www.imf.org/en/Publications/Staff-Discussion-Notes/Issues/2019/01/18/Fiscal-Policy-and-Development-Human-Social-and-Physical-Investments-for-the-SDGs-46444>

amounted to Ugx. 14,351.75 billion against a target of Ugx. 16,132.56 billion<sup>7</sup>. Both revenue and tax to GDP fell below the NDP targets of 18% (Figure 1).

**Figure 1: Domestic revenue actual vs NDP targets**



Source: MoFPED, 2021

46. **Debt service has risen rapidly at the risk of crowding our critical development investments.** As a proportion of exports of goods and services in Uganda has increased since 2016 from 12.6% to 16.9% in 2019, and 12.11% in 2020. During the period under review, total debt as a percentage of the GDP grew from 41.1% in 2020 to 45.5% 2021) This increase was attributed to revenue shortfalls as a result of the effects of the COVID-19 pandemic on the economy that warranted increased borrowing to meet budgetary requirements and increased spending on the emergency response plan. Full assessment of SDG 17 indicators was not possible as only one in four indicators of the 25 indicators under this goal have data<sup>8</sup>.
47. **Partnerships and collaborations between the Central Government (CG) and Local Governments (LGs) on the SDGs implementation remains low<sup>9</sup>.** Only 30% of the LGs observed a high level of partnership and collaboration with the central government on SDG implementation.

<sup>7</sup> [Background to the Budget 2021.pdf \(finance.go.ug\)](#)

<sup>8</sup> SDG report 2021 - OPM (forthcoming).

<sup>9</sup> [SDG Report \(final\) \(action4sd.org\)](#)

48. **Development Assistance continued to increase over NDP II period.** Development Assistance increased from USD 1,693.5 million, in FY 2015 to USD 2,138.2 million in 2020 (see Table 5). Government realizing the effects of slow implementation embarked on undertaking annual portfolio reviews with development partners in 2015/16. This significantly improved project performance in later years. This explains the rebound in FY 2015/16 to 2017/18 and then FY 2019/2020 to 2020/21.

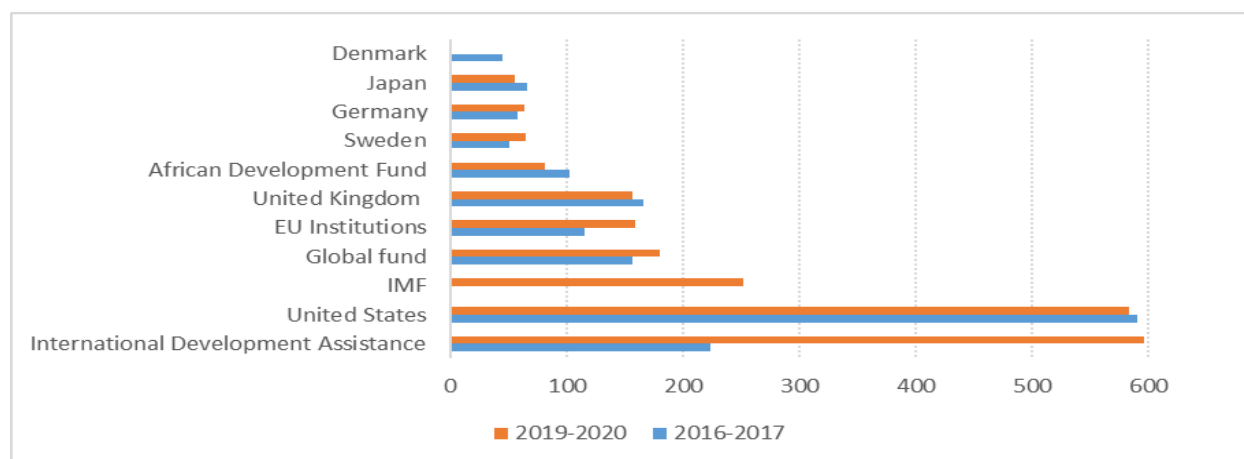
**Table 2: Trends of ODA Receipts for Uganda (2015-2020)**

Receipts	2015	2016	2017	2018	2019	2020
Net ODA (GNI) (USD Millions)	1,628.30	1,756.90	2,006.10	1,945.50	2,028	3,082.60
Net ODA/GNI(%)	6.1	7.4	7.9	6.1	5.9	8.4
Gross ODA (USD Millions)	1,693.50	1,812.50	2,069.30	2,045.10	2,138.20	3204.9
Bi-lateral share (Gross ODA)%	57.8	59.7	63.3	63.2	55.7	40.8
Total Net Receipts (USD Millions)	2,983.30	2,170.00	2,119.60	2,704	2,370.70	3,727.70

Source: OECD CRS

49. **ODA increasing compared to historical average.** Comparing the period before the review i.e. 2016-2017 and 2019-2020, gross ODA was observed improving for most donors including United states, United Kingdom, African Development Fund and Japan (Figure 2). Of the top 10 all members of the LDPG, only Japan is considered as non-traditional donor.

**Figure 2: Gross ODA Comparison for Uganda for 2016-17 and 2019-2020, by Top Donors**



Source: OECD

50. **Uganda compares unfavourably on partnership with the AU 2063 agenda.** In the 2022 AUDA-NEPAD Second Continental Report on the Implementation of Agenda 2063<sup>10</sup>, Uganda is assessed to be at only 41% performance towards the Aspiration 7 (about Africa as a strong, united, resilient and influential global player and partner ) comparing unfavorably to the continental overall score of 58%. However, Uganda scores highly on the goal 19: Africa as a major partner in global affairs and peaceful co-existence.

51. **To improve transparency and predictability, MoFPED, launched Aid Management Platform (AMP), which is [accessible to the public](#).** Managed by the Development Assistance and Regional Cooperation Department, it is the official online database of official development finance-funded projects and programmes in Uganda. The system was envisaged to; (a) facilitate timely and comprehensive reporting; (b) enable a comprehensive view of all Aid resources within a country; (c) help to monitor progress towards national development objectives; and (d) reduce duplication of effort and transaction costs associated with data collection and processing. However, it is only used by a few DPs and does not capture off budget DP support and other stakeholder information. There is no single source capturing CSO and private sector information.

52. **Off budget and non-traditional DP support remains incomplete.** While there is a steady increase capture in non-traditional DP support and alignment, there is still more that should be done, as a lot of it is not reported on the AMP, remains tied, and not coordinated with other DPs<sup>11</sup>.

*It is the national partnership policy 2013 that partners should report on all their support in the AMP. Off budget support is also supposed to be captured in AMP. while the Minister of MoFPED has written to development partners to enter their off-budget support in AMP, but this is a slow process. Still a work in progress. **KII Interview respondent***

53. **NDP III envisages still a sizeable contribution of private sector financing at 33% compared to 42% under NDP II.** No data exists to assess the extent to which private sector financing was realized. However, from interviews with MoFPED officials, while the law for

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<sup>10</sup> <https://au.int/en/documents/20220210/second-continental-report-implementation-agenda-2063>

<sup>11</sup> NPA (2018). NDP II Mid Term Review of Development Partnerships.

public private partnerships exists<sup>12</sup>, there has not been a single PPP project implemented under the new law yet, that is undergoing the due process of PPP selection criteria. Other private finance flows like remittances, FDI and Portfolio inflows continued to increase over NDP II period, but dwindled in 2020 due to the downside effects of COVID19<sup>13</sup>. However, the contribution of private sector to national development has in part been constrained by heightened increase in government borrowing at risk of crowing out the private sector with public domestic debt to private sector credit ratio exceeding 100% compared to the 75% threshold in the public debt management framework<sup>14</sup>.

**54. The NDP-III does not explicitly state the partnership framework envisaged over the NDP-III period and beyond.** As such, there are no established development indicators of partnerships in the NDP III monitoring and evaluation framework. While Government was to implement the integrated national financing framework and strategy that takes cognizance of emerging innovative financing options for both public and private sector to deliver NDPIII goals, this has not been completed.

## 5 FINDINGS

### 5.1 PRIVATE SECTOR PERFORMANCE

**55. The Uganda Vision 2040 calls for direct investment in strategic areas to stimulate the economy and facilitate private sector growth.** In addition, the Vision pursues a quasi-market approach, which includes a mix of Government investments in strategic areas and private sector market driven actions. The NDPIII aims to “strengthen the private sector capacity to drive growth and create jobs” strongly emphasising the principles of private sector-led inclusive growth towards the delivery of development outcomes. This section takes a two-pronged approach reflecting mutual accountability elements: on one end, support to the private sector and on the other end, private sector contributions to national development.

**56. Private Public Partnerships (PPPs) uptake over the NDP III period remains limited.** The NDP III envisages 27 of the 69 core projects to be implemented through Private Public

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<sup>12</sup> Uganda (2015). PPP Act, 2015.

<sup>13</sup> MoFPED (2020). Uganda’s development partnership review: a country pilot of the global partnership for effective development cooperation

<sup>14</sup> MoFPED (2019). [Public Debt Management Framework FY 2018/19](#)



Partnerships (PPPs). However, only two projects Kampala-Jinja Express Highway at procurement stage and Coffee value chain development project (Rehabilitation of old coffee trees-70%, Washing Station, and Soluble Coffee Plant) at concept approved stage have so far been adopted under the PPP framework. Preceding NDP III, as at June 2021, Uganda's PPP database had 52 projects that reached financial closure between 2003 and 2020, with a total investment commitment of around USD 5 billion.

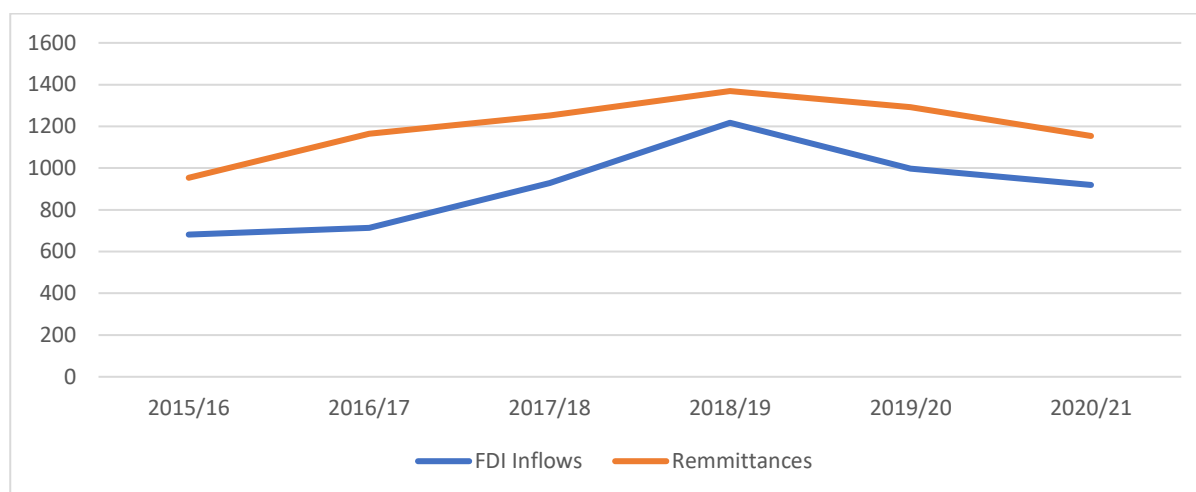
- 57. Government has established several partnerships with private sector over NDP III period.** These include but not limited to: During FY2020/21, UMRA signed a Memorandum of Understanding (MoU) with Uganda Registration Services Bureau (URSB) to further ease access to finance for small businesses. This aims at enhancing awareness and usage of the Security Interest in Movable Property Registry System (SIMPO) by institutions under the supervision of UMRA. UIA supported the peer to peer learning for 40 incubatees who benefited from Peer-to-Peer support in the Manufacturing sector (under the UIA Consortium for enhancing University Responsiveness to Agribusiness Development -CURAD) partnership. UDC acquired 40% shareholding in Bukona Agro Processors Ltd located in Koch Goma- Nwoya district which processes ethanol from fresh Cassava. This partnership is projected to realize an annual injection of at least UGX13.1 billion/year into the local economy, just from the purchase of fresh cassava alone as well as create approximately 10,000 employment opportunities (both direct and indirect) associated with the industrialization of the cassava crop into denatured ethanol.
- 58. Also stipulated in the Partnership policy is that Government will continue to enhance domestic and foreign private investment to finance the NDP.** However, private investment remained subdued in first year of implementing the NDPIII coinciding with heightened COVID-19 transmission and associated mobility restrictions and closure of key private sector segments. Both non-Financial Corporations and Financial Corporations GDP in both FY 2020/21 and FY 2021/22 remain below the pre-covid19 levels<sup>15</sup>.
- 59. Both Foreign Direct Investment (FDI) inflows and remittances to Uganda which are identified in both NDP III and SDG framework as critical private sources of financing to development have declined since 2018/19 to FY 2020/21** (See Figure 3). The drop in the first year of NDP III implementation are attributed to the COVID19 negative impact on global

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<sup>15</sup> UBoS Annual GDP series

economy. However, the FDI inflows in FY 2021/22 were buoyant rising to USD1,362.8 million from USD 1,154 million.

**Figure 3: FDI and Remittances (USD Millions)**



Source: Bank of Uganda Balance of Payment

60. **NDP III identifies remittances as important source of household income.** However, the first year of NDP III implementation endured a decline by 14.7 per cent from USD 1,291.65 million in FY 2019/20 to USD 1,102.03 million in 2020/21.

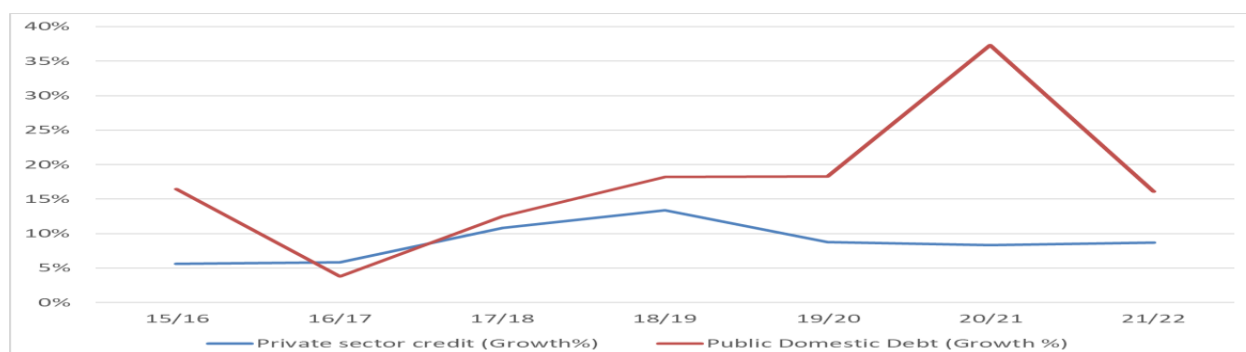
61. **GoU through Uganda Investment Authority (UIA) has been lever for raising Diaspora investment.** UIA remains the main organizer and coordinator of the Annual ‘Home is Best Diaspora Summits’ in Uganda since 2003. The aim of summit is to catalyze the Uganda Diaspora partnership through investment and trade; get Diaspora’s direct involvement in the re-industrialization, exploit the expert knowledge the people in the Diaspora have acquired to create jobs in Uganda while strengthening the interaction of Uganda’s Public and Private sector decision-makers at a more localized level with the visiting Diaspora. However, since there has been no summit held over the NDP Period. There is also no data on diaspora investments.

62. **Government borrowing continues to crowd out private sector from financing from domestic market.** As at the end of June 2021, banks owned 75% of the treasury bills outstanding at face value and while also holding a quarter of the treasury bonds<sup>16</sup>. As shown in Figure 4, domestic public debt growth continues to increase at a faster rate than private

<sup>16</sup> BoU Depository Corporations Survey

sector credit, with the ratio of domestic public borrowing to private sector credit ratio exceeding 100%, compared to the threshold for domestic debt to private sector credit is 75%.

**Figure 4: Domestic Public and Private Sector borrowing ( annual percentage change)**



Source: Bank of Uganda

63. There was progress with raising capital markets financing, with the notable growth in domestic market capitalisation (the value of locally listed counters at the Uganda Stock Exchange (USE) - see Table 4. The market capitalization of Uganda Securities Exchange stood at UGX. 22,638.94 billion registered at the end March 2022 (USE Monthly Bulletin, March 2022).

**Table 3: Capital Market financing**

	NDP III Target	20/21
Domestic market capitalization to GDP (%)	8.4	12.9
Domestic market capitalization due to new listings- (UGX, Billion)	8.3	8.7
Number of private equity deals availing funding to local companies per year	9	7
Collective Investment Scheme (CIS) assets under management (in UGX Trillion)	0.48	0.57

Source: CMA; MoFPED/FSD

64. NDP III aims at growth of the private sector through formalisation and improving its due diligence. In NDP III, Government aims to reduce the informal sector from 51 percent in

2018/19 to 45 percent in 2024/25 and reaching 53% in FY 2020/21. The increased formality of the private sector would help leverage more partnerships and finance for development. However, there is currently no data update on there was no data on the key target for FY2020/21 for reducing the informal sector. Informality constraints the scalability of businesses and penetration into global value chains as exhibited still by the low levels of exports.

65. **In line with PPDA law, GoU is promoting the local content sub-contracting.** The authority has been encouraging the government agencies and private contractors to apply, within the law, preference and reservation schemes and also ensure the implementation of the provision requiring 30% subcontracting to national and resident providers by international providers. The value of contracts awarded to local contractors (proxy for measuring growth in local private sector capacity) which stood at 74% in FY 2021 was 14 percentage points higher than NDP III target.
66. **Government continues to offer different scale of incentives to the private sector.** The Government has continued to promote foreign investment through the Uganda Investment Authority, the Presidential Investors Round Table and by minimizing macroeconomic policy shifts which improve the business environment. For example, investors who make investments of at least USD 50 million for foreigners or USD 10 million for residents are granted a 10-year corporate income tax holiday. Manufacturing: a 10-year tax holiday is granted to exporters of finished consumer and capital goods, so long as at least 80% of produce is exported. Investors engaged in agro-processing and fulfilling certain narrow criteria are granted an income tax exemption. Special income tax deductions and exemptions are applied to companies in the petroleum and mining sector, such as 100% depreciation of assets acquired for exploration. Discretionary exemptions granted to individual companies, which essentially function as private contracts between government and a third party, as well as effective exemptions where Government agrees to pay tax on behalf of a company.
67. **Government of Uganda through Uganda Revenue Authority introduced Tax Incentives Guide for Investors in Uganda which is updated annually.** It is a consolidation of all the tax incentives under International Trade (Customs) and Domestic Taxes.

## **TAX POLICY RELIEF MEASURES FOR COVID 19 RESPONSE**

The tax relief measures provided by the Government of Uganda to respond to the adverse effects of the COVID-19 outbreak include the following.

1. The Tax Procedures Code Act, 2021 was amended to provide for;
  - a. deferment of the payment of income tax for companies and other persons involved in the business of manufacturing, education, tourism, horticulture and floriculture sectors whose turnover was less than Shs. 500 Million, as per the Tax Procedures Code (Amendment) Act, 2020.
  - b. deferment of payment of tax on employment income for companies and other persons involved in the business of manufacturing, education, tourism, horticulture and floriculture sectors whose turnover was less than Shs. 500 Million
  - c. waive interest and penalty on all outstanding unpaid principal tax.
2. The VAT Act was amended to provide for exemption from VAT of the tourism sector until 30<sup>th</sup> June 2021.
3. The Value Added Tax Act was amended to provide for exemption of supplies of specified medical goods used in the prevention of the spread and the treatment of Covid – 19 pandemics, from VAT in the Value Added Tax (Amendment) (No. 2) Act.
4. The Fifth Schedule of the East African Community Customs Management Act was amended to exempt all goods for use in the diagnosis, prevention and treatment of epidemics, pandemics and health hazards from customs duties.

Source: MoFPED

**68. Development Partners also continued to extend support to the Private Sector during the FY2020/21** (refer to Annex 3). The Donor Support towards the private sector was towards the NDP III programmes of Private Sector Development (PSD – Programme 6), Agro-industrialisation (Programme 1), and Manufacturing (Programme 7), Tourism (Programme 5) and Digital Transformation (Programme 11). The Development partners support to private sector was mainly by European Union, World Bank, USAID, GIZ, DANIDA, IFAD, FSDU, Netherlands Embassy, UK FCDO. As there are no single coordination mechanisms for coordinating all this DP support, this was received through different agencies. These implementing agencies varied with a mix of government bodies, private sector players, financial institutions, regional bodies and international institutions.

**69. Coordination and harmonisation of institutions for private sector partnerships remains a challenge as private Sector falls under five (5) programs under the NDP III.** These include: Private Sector Development (PSD –Programme 6), Agro-industrialisation (Programme 1), and Manufacturing (Programme 7), Tourism (Programme 5) and Digital Transformation (Programme 11). And there are also other programmes which have synergies with private sector operations.

**70. There is no systematic effort to assess the private sector contribution to NDPIII.**

However, the recent annual publications of private sector development are a step towards the holistic reporting and tracking of this initiative.

## **6 DEVELOPMENT ASSISTANCE**

### **6.1.1 OWNERSHIP**

**71. All DP respondents reported NDPIII as an adequate framework for their own country strategy and programming.** In some instances, they reported to have supported the process of NDP III development. For example, the European Union (EU) facilitated the mid-term review of NDP II and also facilitated the diagnostic studies that underpinned the development of NDP III. The UN has historically been at the center of supporting the country's national development planning processes through provision of financial support, technical expertise and platforms for stakeholder participation in identification of the priority focus areas in the plans.

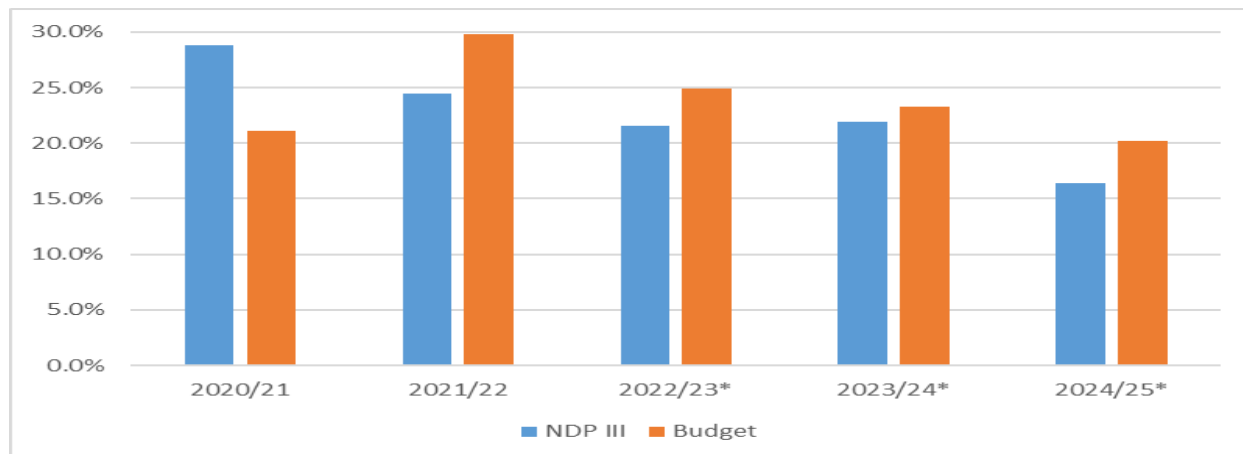
“Government is in full ownership of the development planning process but not resources – we have to rely on donors to support key aspects of the plan. This reliance is not a given because donors also come to support us based on their own interest – not necessarily those aligned to the plan”.  
*Official Ministry of Finance Planning and Economic Development (MoFPED).*

Another Government official from Office of the Prime Minister stated that while donors are willing to support Uganda priorities, the ever-emerging frameworks like the Parish Development Model and 20 programmes of NDP requires donors to frequently adopt to new frameworks which sometimes can be disruptive..

**72. External financing (both grants and loans) remains a relevant financing stream for NDP III.** Accounting for 25.5% of the budget in the first two years of implementation compared to NDPIII expected average of 26.6%. However, the National budget provisions for FY 2021/22

to 2024/25 are projected at 24.4% compared to NDP III 21.1% (see Figure 5), illustrating the relevance of external financing for development. The same importance is reflected in the draft GoU Public Investment Financing Strategy.

**Figure 5: External budget financing as share of the budget over the NDP-III Period**

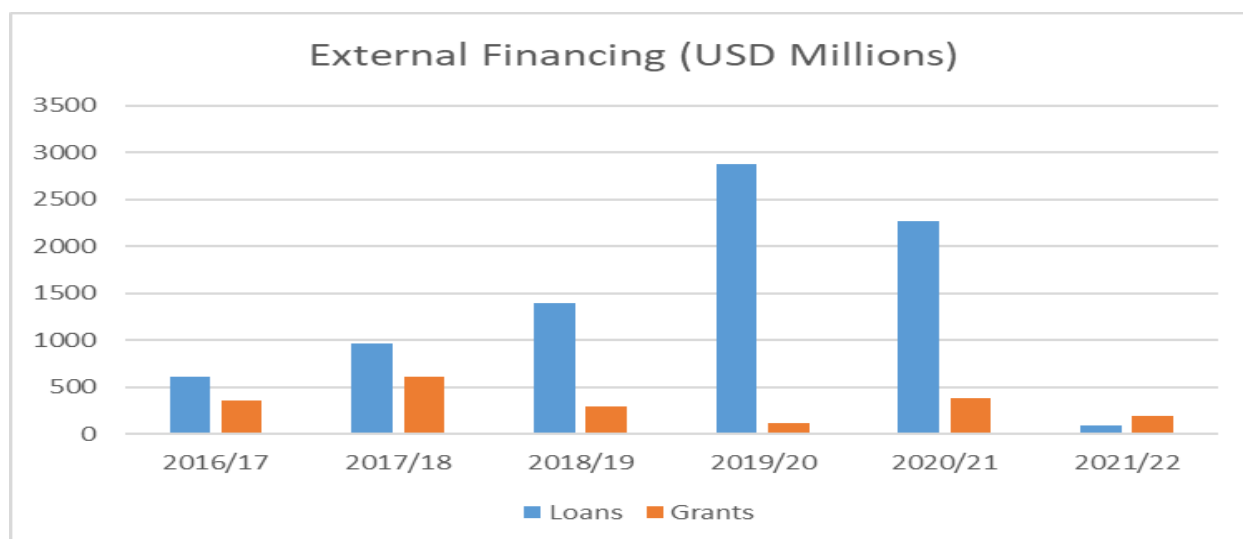


Source: Back to the Budget FY 2022/23 and the NDP III

Notes: \* means projections

**73. However, external financing as share of budget in NDP III period is lower than NDP II period.** As a share of the budget external financing for NDP III averaging 22.6% and national budget provisions of 23.9% compare unfavourably to the NDP II average outturn of 29.3%. And it has been declining over the first two years of NDP III implementation (see Figure 6).

**Figure 6: Trends of grants and loans over the period**



Source: MoFPED (March 2022) Report On Public Debt, Grants, Guarantees and Other Financial Liabilities for Financial Year 2021/2022

74. **Budget support grants remain relevant in the short term with the expectation that they will phase out as Uganda attains middle income status.** In the NDP III, the grants are expected to be zero in FY 2024/25. However, the approved budget for FY 2022/23 indicates the phasing out of grant support in 2025/26. In either case, this is consistent with Uganda's NDPIII attainment of lower middle income status, thereby being less attractive to grant financing. While overall grants have declined and are limited, grants remain the most preferred source of development finance for human development activities. Similarly, budget support loans are projected to dwindle over the NDP III period (see Table 7)

**Table 4: Budget Support Loans**

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Loans Amount (USD Million)	1479.01	912.01	362.5	277.5	0

source: MoFPED

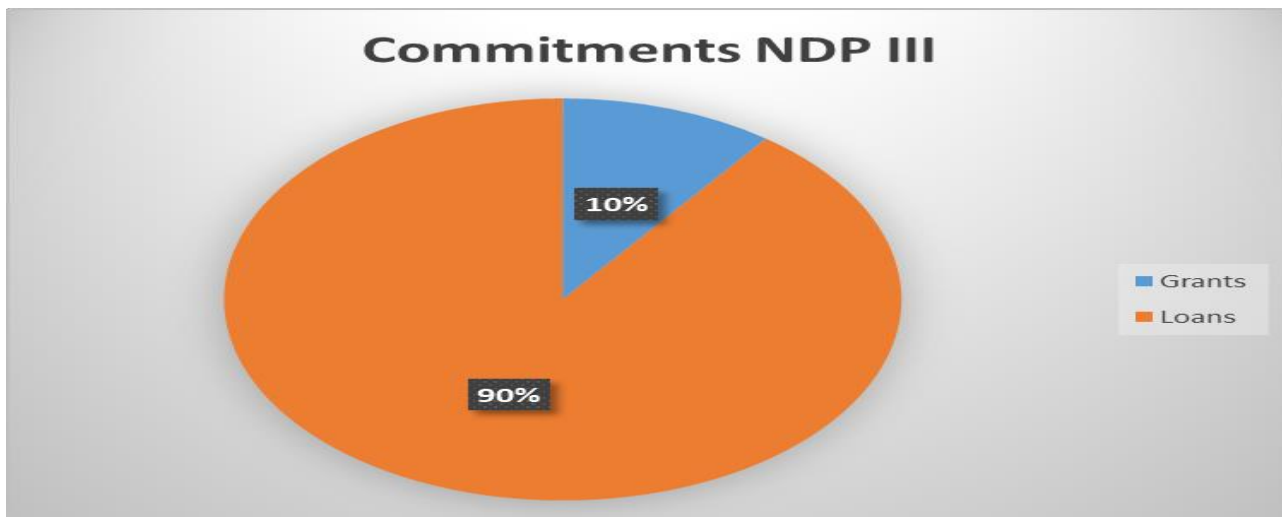
### 6.1.2 ALIGNMENT

75. **Consistent with NDP III projections, the Development Partners consider the NDPs a useful planning document with a sizable amount still channelled to NDPs.** 8 in 10 of the DPs reported to have alignment of over 75% to NDP III. Approximately USD 3.5 billion dollars have been committed by DPs towards the NDP III activities (See Annex 1).

76. **However, 90% of the external commitments in the first two years of NDPIII implementation are loans, which reflects the continued focus on infrastructure investments envisaged in the plan** (See Figure 7 and Annex 1). The current financing mechanisms are skewed towards the economic infrastructure owing to the higher economic return and financial returns also enshrined in the Public Investment Financing Strategy (PIFS) 2022 (forthcoming). Similarly, Uganda's debt strategy restricts commercial and non-concessional borrowing to projects with a high rate of economic return which are predominantly infrastructure projects.



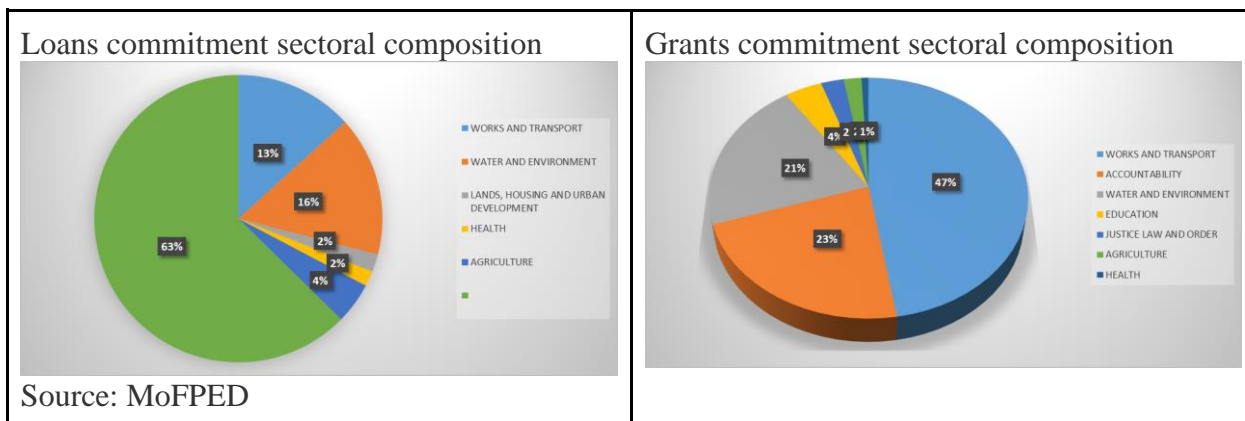
**Figure 7: Share of External Commitments**



Source: MoFPED

77. The COVID19 interventions altered the composition of loan commitments, with the accountability sector accounting for nearly two thirds of the total commitments in FY 2020/21 and FY 2021/22 (see Figure 12). This is largely on account for the USD 1 Billion IMF Extended Credit Facility arrangement for Uganda for partly COVID19 crisis mitigation and economic recovery. The LDPG partners accounted for 75% of the total commitments in the first two FYs (see Annex 2).

**Figure 8: Loans and grants commitment sectoral composition**



Source: MoFPED

**DPs strategic alignment to the NDP**

The AfDB country strategy paper 2022-2026 is aligned to the NDP III, with focus on infrastructure and human capital needs to reduce the binding infrastructure bottlenecks and creating a more enabling business climate by scaling up investments to boost industrialization,

employment, and business creation. The sectoral focus is: agriculture, transport, water and sanitation, and energy infrastructure

The Multi-Annual Indicative Programme (MIP) presents the European Union (EU) partnership with the Republic of Uganda for the period 2021 - 2027. The MIP is aligned to the Government's National Development Plan III (2020-2025). The NDP III provides a solid basis for engagement in a number of sectors that are of strategic interest to the EU, such as the green agenda, digital transformation, sustainable growth and jobs, and an integrated approach to the refugee response under the CRRF, amongst others. The total *EU envelope for initial period 2021-2024 is Euro 375 million allocated to Democratic governance and social inclusion (25%), sustainable and inclusive growth and jobs (45%), Green and Climate transition (25%) and support measures (5%)*

“Team Europe Vision for its development cooperation with the Republic of Uganda 2020-2025” provides a common analysis of the country context, and serves as an “umbrella” framework covering EU and EUMS country strategies. However, no formal Joint Programming Document agreed between the EU and the EU Member States (EUMS).

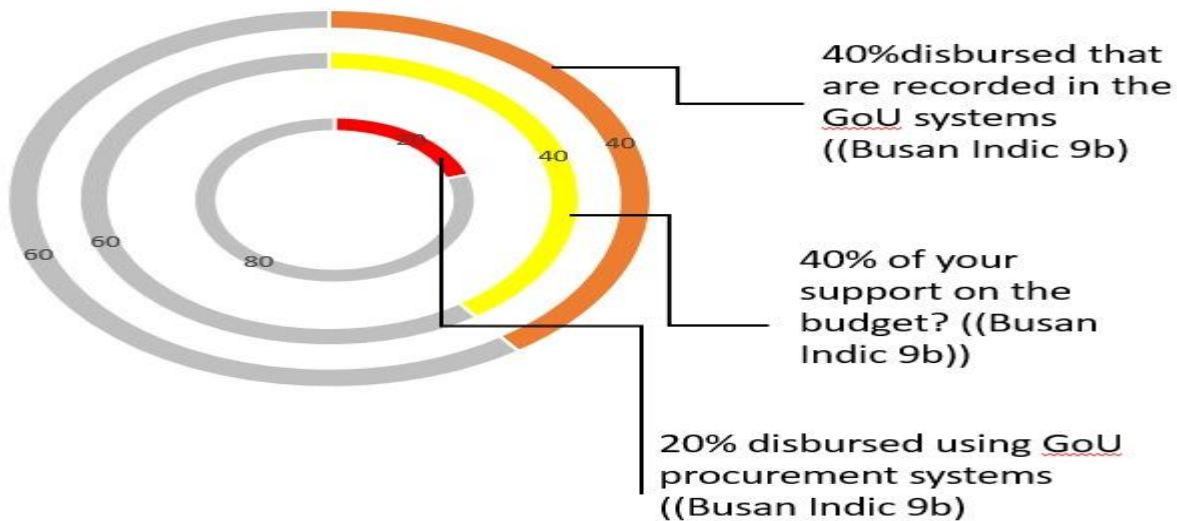
The Ireland CSP was covering NDPII period with total investment by Ireland in Uganda was estimated to amount to over €100 million in the period 2016-20. *An estimated average of 45% of the total budget was allocated directly in Karamoja.* The utilisation of the government system was minimal with main disbursement channels being Multi-laterals (24%), Civil Society (24%), Management Agent (39%), joint programming (8%) and others (5%). Ireland was due to prepare a new CSP in 2020, but Covid-19 interrupted the process. And the CSP 2016 – 2020 was extended for two years; 2021-2022. Preparation of a new CSP; 2023-2027 is ongoing.

Swedish development cooperation with Uganda is mainly done through partnerships with CSOs and multilateral agencies and until 2022 through bilateral research cooperation.

The World Bank is yet to develop a new Country Partnership Framework (CPF), following the expiry of the 2016-2021 CPF which was designed to contribute directly to achieving the NDP II, Sustainable Development Goals (SDGs) and is guided by the Addis Ababa Action Agenda on financing for development. The new CPF will draw on the key findings of the in the 2020 Systematic Country Diagnostic (SCD) for Uganda

78. **However, the use of GoU systems (execution, reporting, procurement, audit) was low.** Only 40% of the DP support on the budget (Busan Indic 9b)) as well as 40% of their disbursements that are recorded in the GoU systems ((Busan Indic 9b). However, 80% disbursements are not using GoU procurement systems ((Busan Indic 9b) – See Figure 9.

**Figure 9:** Utilisation of Uganda National Public Finance Systems



Source: Primary data from the survey

79. **However, the use of GoU systems was varied across partners.** Some partners like IMF utilising fully on budget support and on the other end UNDP not utilising the GoU systems. Similar findings are corroborated by the 2016 GPEDC monitoring report with five partners (World Bank, Norway, OPEC Fund for international Development, Netherlands, and Italy) fully (100%) using GoU systems (execution, reporting, procurement, audit) in 2016. And UN using not the systems followed by Ireland at 25%, EU institutions 31% and WHO at 33%.

While the UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 is fully aligned to the NDPIII, we do not not have a significant contribution to direct budget support.

Swedish development cooperation with Uganda is mainly done through partnerships with CSOs and multilateral agencies and until 2022 through bilateral research cooperation.

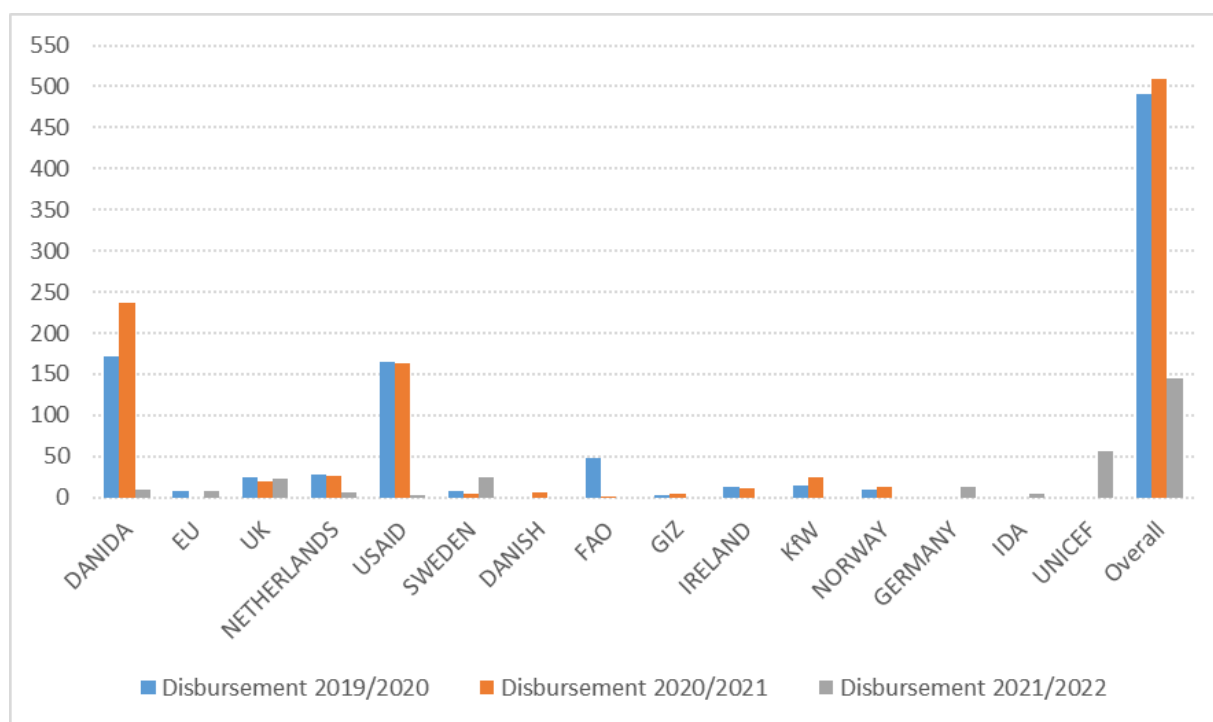
Following an African Development Bank fiduciary risk assessment in 2019, the increase the use of country procurement procedures is expected in the AfDB country strategy paper 2022-2026. Four AfDB projects were approved to use country systems in 2020.

### 6.1.2.1 Off- budget support

#### 80. Off budget support is also supposed to be captured in AMP but uptake remains low.

While the MoFPED has written to development partners to enter their off-budget support in AMP, this is still a slow process, and still much a work in progress. During the period under review, off-budget support generally reduced from development partners. This could be attributed to COVID-19 pandemic that affected most of the resource envelope for most development partners. In the FY 2021/22, the majority of off-budget support was received from UNICEF amounting to USD 56 million. This is followed by Sweden and United Kingdom with USD 24.3m and 22.7 respectively (Figure 10).

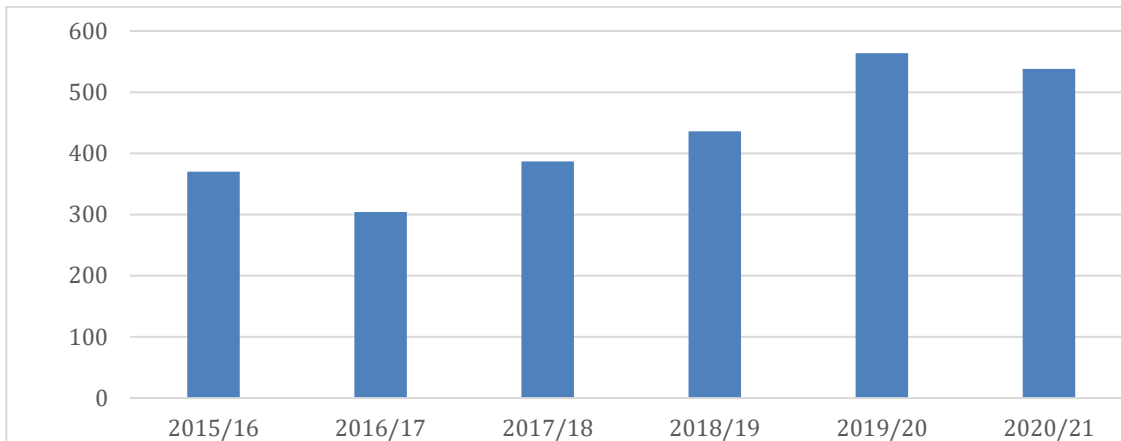
**Figure 10: Off-Budget support by Development Partner**



Source: MoFPED

81. Data from BoU balance of payments statistics reveals increasing foreign inflows to NGO in Uganda (see Figure 11), illustrating increasing off budget financing. However, there was a marginal decline in FY 2020/21 but still much higher than the average inflows to NGO over the NDP II period.

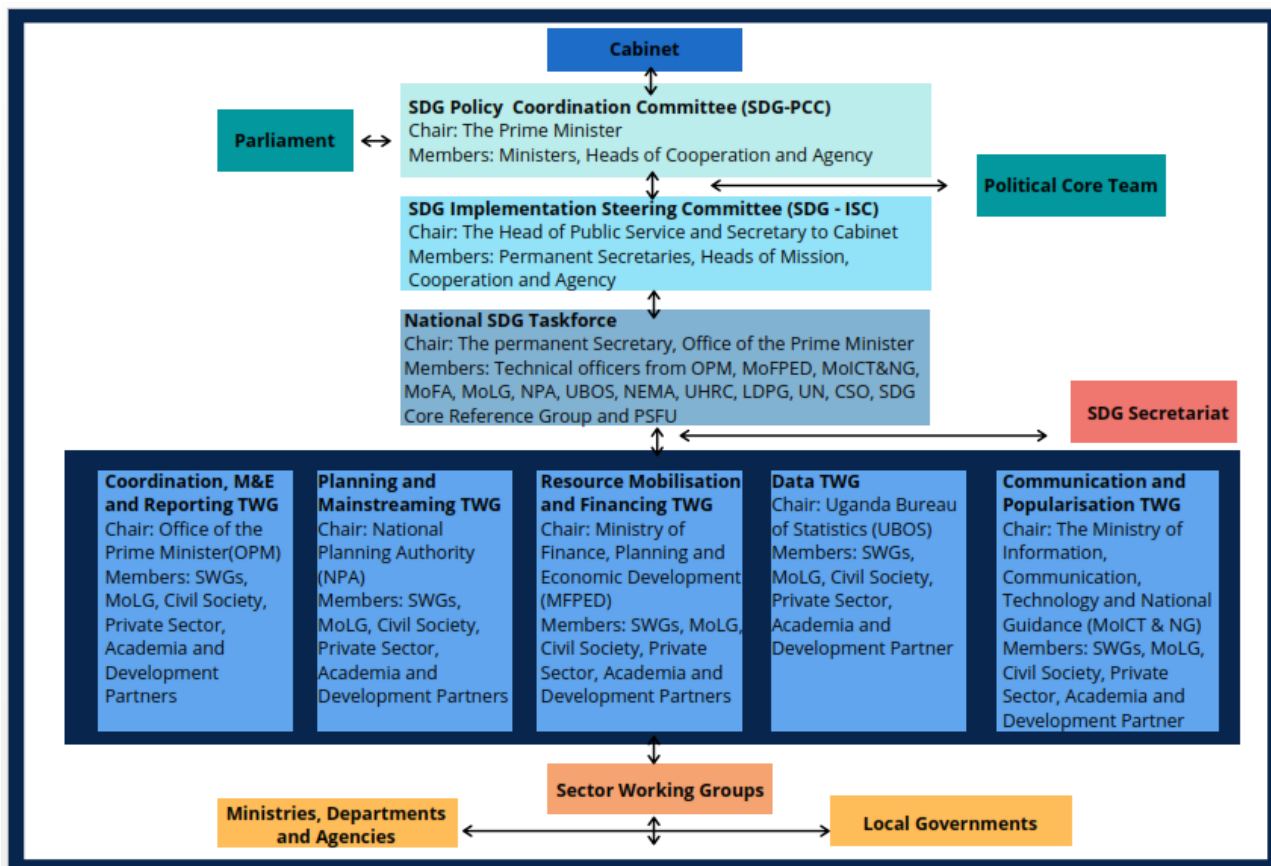
**Figure 11: NGO flows to Uganda (USD Millions)**



**Source: BoU**

82. **Overall, CSO respondents indicated that they were involved in the NDP planning process through Sector working groups.** This happened mainly through their coalitions like Civil Society Budget Advocacy Group (CSBAG) and the NGO Forum who are also involved in the oversight of the budget process, engaging actively with MoFPED and part of the Public Finance Management (PFM) Group as well as actively participating with parliamentary committees responsible for the national budget. Eighty percent of the CSO respondents indicated that there are always participatory civic engagement and oversight process for CSOs in NDP. They also indicated that there is always space for CSOs engagement in policy dialogues and feedbacks as well as that CSOs do voice their needs and priorities during NDP processes. Sixty percent of CSOs actively and effectively participate with key stakeholders (private, public, development actors) in decision making during SWG meetings and other undertakings in NDPIII process. Additionally, GoU partnership with the private sector and CSOs continue in undertaking evaluation for both policies and programmes on delivery of services critical to the delivery of the Plan especially those that form the evaluation agenda as prescribed by Cabinet. CSOs are also represented in the SDG coordination mechanism (see Figure 12).

**Figure 12: The National SDG Coordination Framework**



Source: OPM SDG roadmap. Note: The current roadmap still has Sector working groups as part of structure

83. CSOs also indicated to be involved in several thematic areas with dominant areas of engagement being accountability and gender.

**Table 5: CSOs areas of engagement**

CSO/NGO	Thematic area of Intervention/Programme/ Sector
CSBAG	<ul style="list-style-type: none"> <li>• Accountability (also as Members of the PFM working group),</li> <li>• Health,</li> <li>• Education,</li> <li>• Agriculture,</li> <li>• Private sector,</li> <li>• Social development,</li> <li>• Humanitarian</li> <li>• water and environment.</li> </ul>
ACODE	<ul style="list-style-type: none"> <li>• Peace, Democracy and Security</li> <li>• Economic Governance</li> <li>• Environment and Natural Resources Governance</li> <li>• Science, Technology, and Innovation</li> </ul>

Akina Mama wa Afrika	<ul style="list-style-type: none"> <li>• Gender</li> </ul>
OXFAM	<ul style="list-style-type: none"> <li>• Humanitarian,</li> <li>• Gender justices and women's rights,</li> <li>• Resilient livelihood,</li> <li>• governance and accountability</li> </ul>
SEATINI	<ul style="list-style-type: none"> <li>• Trade, investment sustainable development</li> <li>• Financing for development</li> <li>• Social and Economic Justice.</li> </ul>
Forum for Women in Democracy (FOWODE)	<ul style="list-style-type: none"> <li>• Gender</li> </ul>
Uganda Debt Network	<ul style="list-style-type: none"> <li>• Human capital devt; Agro- industrialisation; Macroeconomic management</li> </ul>
IRC Uganda, Uganda Water & Sanitation Network (UWASNET).	<ul style="list-style-type: none"> <li>• water, sanitation and hygiene (WASH) sector mainly through 1) the Natural Resources, Environment, Climate Change, Land and Water Management programme 2) the Human Capacity Development Programme</li> </ul>

Source: Primary data survey

### 6.1.3 HARMONISATION

84. **Development Partners’ harmonisation is coordinated through the Local Development Partners Group (LDPG)<sup>17</sup> bringing together thirty five development partners comprised of OECD bilateral and multilateral donors, a representation of UN as well as Japan/JICA.** While coordination with the non-DAC/ non-traditional DPs like China and India who are among the largest of the realm, many DP actors present in Uganda or supporting it, are not currently involved in the partnership and coordination structures. The LDPG coordinates Development Partners’ engagement with the Government on overall issues related to development cooperation and oversees the work of thematic Development Partners’ Groups (DPGs). The interface with GoU while coordinated, is not scheduled through a

<sup>17</sup> <https://www.ldpg.or.ug/ldpg-members/page/1/>

predicable calendar and even envisaged engagement through the NPF is either passive or not functional.

**85. From consultations, it is revealed that there is no adequate functional coordination framework which is in place.** Also, Development Partners are also coordinating themselves but under a few aspects based on their interests as well. Political dialogue is convened through the Ambassador-level Partners for Democracy and Governance group (PDG) or EU Article 8 meetings but often not overly representative of the all development partners. At UN, there have been efforts made by creating platforms for more coordinated UN support to Government and other actors. These include *inter alia* created a UN Country Team (composed of all UN agency heads), UN Deputies group, the UN SDG Technical Working Group, the UN Results Based Management group, UN Partnerships Group, and the UN Communications Group which have reduced the transaction costs. In addition, for areas of intervention where multiple agencies are involved, joint UN programmes to promote harmonization and reduce transaction costs have been created. The United Nations system in Uganda has launched its Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 as the single most important planning instrument in support of Uganda’s commitment to realizing the 2030 Agenda for Sustainable Development.

**86. The 2018 DEVAL report on the withdrawal from budget support in Uganda underscores that the existing DP mechanisms are either less inclusive or provide lower quality dialogue than the Joint Budget Support Framework and do not cover macroeconomic and budget-related issues.** The Economic Management Group (EMG) subsequently<sup>18</sup> developed for the Development Partner Economist Group and MoFPED engagement, and eventually as a policy dialogue has diminished over in part due to COVID19 that curtailed physical engagements.

**87. The existing coordinated partnership forums LDPG, PWGs, PSF<sup>19</sup> and or the NGO Forum are primarily discussion groups-not for decision making fora—and generally the actions of their members are not binding<sup>20</sup>.** PSF and NGO Forum are extended board

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<sup>18</sup> [https://www.deval.org/files/content/Dateien/Evaluierung/Country%20Sheets/DEval\\_Country%20Sheet\\_32018\\_Uganda1.pdf](https://www.deval.org/files/content/Dateien/Evaluierung/Country%20Sheets/DEval_Country%20Sheet_32018_Uganda1.pdf)

<sup>19</sup> <https://www.psfuganda.org/>

<sup>20</sup> MoFPED (2020). Uganda’s development partnership review. A country pilot of the global partnership for effective development cooperation



members of NPA which are involved in the monitoring the implementation of the NDPIII. Over the period under review, they have been engaged in Programs of sector working groups, technical working groups and at the leadership level. This includes; developing the PIAPS, dialogue on Private Sector Development and Integrated Infrastructure programmes. However, notably many private sector players are outside the PSF and not easily tracked in terms of the contribution to NDP III implementation.

*Uganda currently lacks an overarching architecture for development coordination that accommodates all the key development actors– including civil society, new donors and private sector - in order to respond to the rapidly evolving development partnership landscape –*  
***Development Partner Respondent from the UN***

**88. Stakeholders report that shift to programme based budget, and transition from sector working groups to programme workings groups has weakened coordination especially in large programmes like Human Capital Development.** The effectiveness of the PWGs varies widely and the dialogue is often fragmented and incoherent as it is some instances not inclusively coordinated.

**89. Division of Labour amongst DPs is vividly missing:** GoU and Development Partners in mid 2000s had agreed to the Division of Labor Exercise (DoL) to foster effective allocation of Development Partners and their support across sectors in line with the national priorities. This aimed to optimise sizable support in any given sector in a way that reduces transaction costs posed on the Government side. However, the DoL exercise waned, in part due to the collapse of joint budget support framework (JBSF), changing DP priorities at their headquarter level as well as changing global priorities with emerging ones like climate change. It is reported that it has not been actively used or published since the adoption of the national development plans in 2010. However, over the 60% of the DP respondents indicated to be actively involved in the following programmes (digital transformation, human capital development, private sector development, climate change, natural resource, environment and water management and Sustainable Energy Development) – see Table 7.

**Table 6: DP Engagement in respective programmes**

	Lead Role		Funding		Level of engagement			
	Yes	No	Yes	No	Actively engaged	Leaving sector	Planning new engagement	Not engaged

Digital Transformation	-	100%	80%	20%	60%	0	20%	20%
Administration of Justice	25%	75%	60%	40%	60%	-	-	40%
Integrated Transport Infrastructure and Services	-	100%	60%	40%	25%	-	25%	50%
Interest Payments Due	-	100%	-	100%	-	-	-	100%
Sustainable Development of Petroleum Resources	25%	75%	-	100%	25%	-	25%	50%
Governance and Security	25%	75%	40%	60%	40%	-	40%	20%
Public Sector Transformation	25%	75%	40%	60%	40%	-	40%	20%
Agro-Industrialisation	25%	75%	75%	25%	50%	-	50%	-
Private Sector Development	33.3%	66.7%	100%	-	80%	-	20%	-
Climate change, natural resource, environment and water management	25%	75%	100%	-	80%	-	20%	-
Mineral Development	25%	75%	25%	75%	-	-	33.3%	66.7%
Sustainable Urbanization and Housing	25%	75%	33.3%	66.7%	50%	-	-	50%
Development Plan Implementation	25%	75%	25%	75%	50%	-	-	50%
Regional Development	-	100%	25%	75%	-	-	33.3%	66.7%

Legislation, Oversight and Representation	25%	75%	40%	60%	25%	-	-	75%
Human Capital Development	50%	50%	100%	-	100%	-	-	-
Manufacturing	25%	75%	25%	75%	25%	-	25%	50%
Innovation Technology Development and Transfer	25%	75%	60%	40%	25%	-	25%	50%
Tourism Development	25%	75%	60%	40%	75%	-	-	25%
Community Mobilisation and Mind Set Changing	25%	75%	25%	75%	25%	-	25%	50%
Sustainable Energy Development	25%	75%	100%	-	80%	-	20%	-

Source: Primary data from the Survey

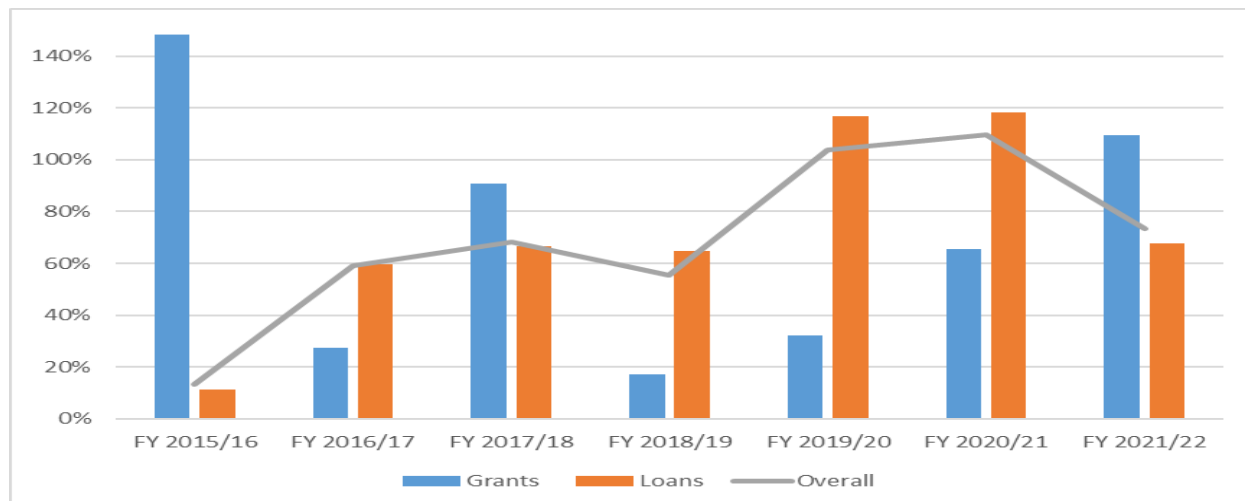
#### 6.1.4 MUTUAL ACCOUNTABILITY

90. **Overall, there is no established systematic framework for the partnership policy monitoring.** The last functional tool of mutual accountability was the Joint Budget Support Framework that developed an indicators tool called Joint Performance Assessment Framework (JAF) –drawn from Government Annual Performance Report that enabled development partners to become more harmonised and aligned with the government’s policy-making and budget cycle. From the stakeholder consultations, it was observed that development partners cannot hold government accountable due to declining share of grants on the budget and that the Government also has no mechanism of holding DPs accountable. Efforts are being made to have DPs and creditors report their commitments in the Aid Management Platform. However, the process is not devoid of gaps especially on off budget tracking.

91. **DP disbursements remained sound over the NDP period on account of also front loaded COVID19 related disbursements.** According to the most recent Report on Public Debt,

Grants, Guarantees and Other Financial Liabilities for Financial Year 2021/2022, as of 31st December 2021, 53% of the projections for FY 2021/22 for NDP III activities had been disbursed which was higher than 39% over the first half of FY 2020/21. No disbursement was observed in the manufacturing programme while other lowest disbursements were in agro-industrialisation, Innovation, technology development and transfer, energy development and private sector development. On the long term trend, the disbursement levels have improved over the first two years of NDP III at an average of 92% compared to 60% over the NDP II period (see Figure 13). Disbursement levels are projected to decline in FY 2021/22.

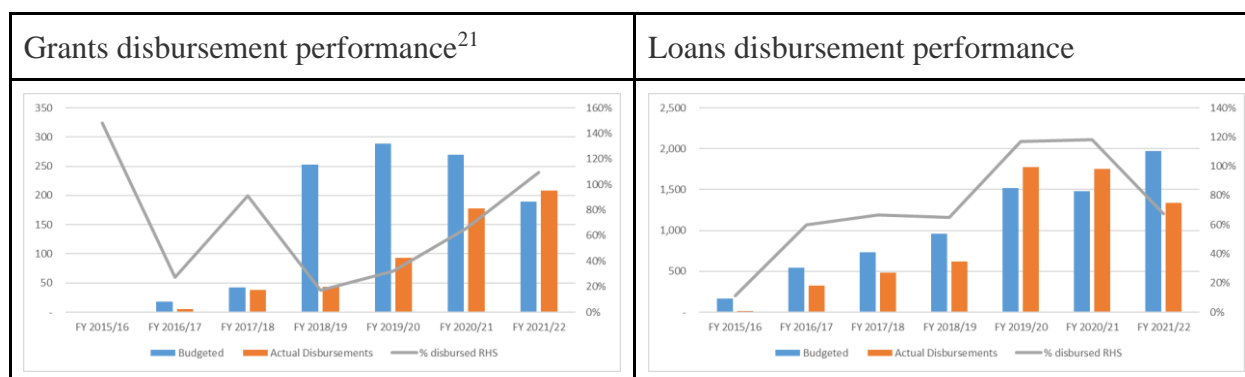
**Figure 13: External financing disbursement performance**



Source: MoFPED AMP

92. Similarly, both loans and grants average better over the two years of NDP III implementation compared to NDP II implementation period, signifying increased development partner accountability (See Figure 14).

**Figure 14: Grants and Loans disbursement performance**



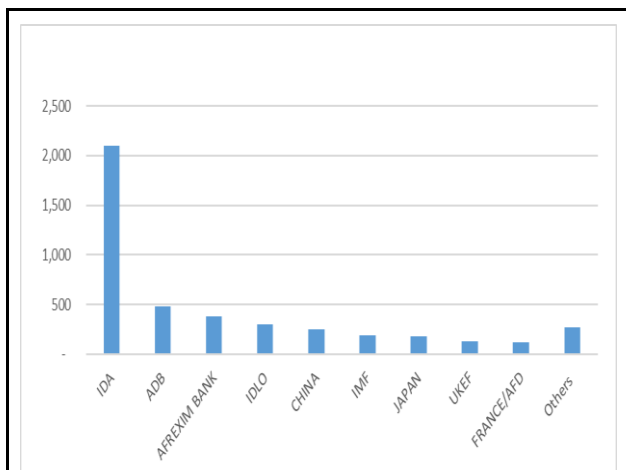
Source: MoFPED

93. The World Bank continues to account for the largest share of disbursements both grants and loans (See Figure 15)

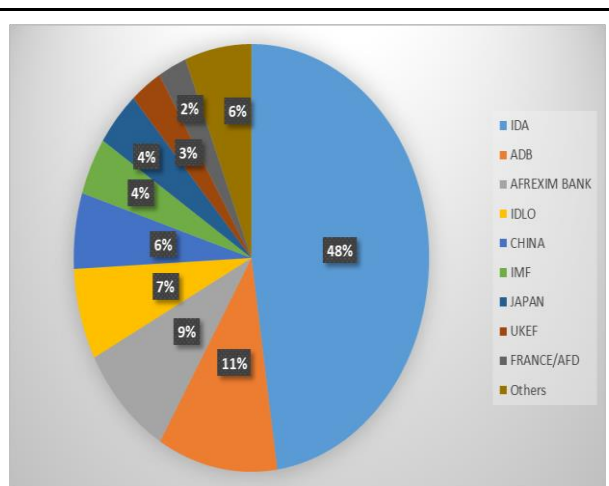
**Figure 15: Loans disbursement by Donor.**

Loan disbursements (USD Million)	Share of Loan Disbursements (%)

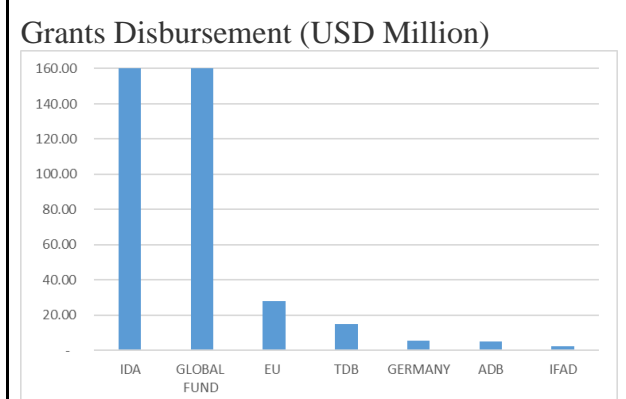
<sup>21</sup> However, the grants figures from AMP vary with those from the Balance of Payments schedule at Bank of Uganda.



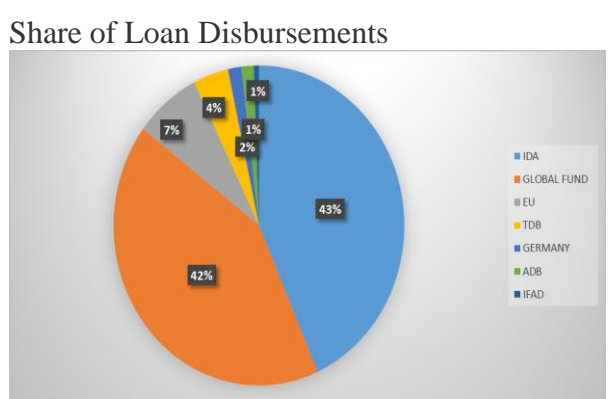
source: MoFPED



source: MoFPED



Source: MoFPED



source: MoFPED

94. **Disbursements by sector remain varied across the first two FYs of NDP III implementation.** Disbursements by sector remain varied in part reflecting the challenges in public investment management in some sectors (see Table 8).

**Table 7: Disbursements by sector**

SECTORS	FY 2020/21	FY 2021/22
WORKS AND TRANSPORT	79%	1%
WATER AND ENVIRONMENT	57%	89%
TOURISM, TRADE AND INDUSTRY	109%	268%
SCIENCE, TECHNOLOGY AND INNOVATION	34%	88%
PUBLIC SECTOR MANAGEMENT	63%	208%

SECTORS	FY 2020/21	FY 2021/22
LANDS, HOUSING AND URBAN DEVELOPMENT	69%	107%
JUSTICE LAW AND ORDER	144%	37%
ICT AND NATIONAL GUIDANCE	74%	61%
HEALTH	44%	60%
ENERGY AND MINERAL DEVELOPMENT	50%	79%
EDUCATION	73%	128%
AGRICULTURE	29%	42%
ACCOUNTABILITY	791%	76%

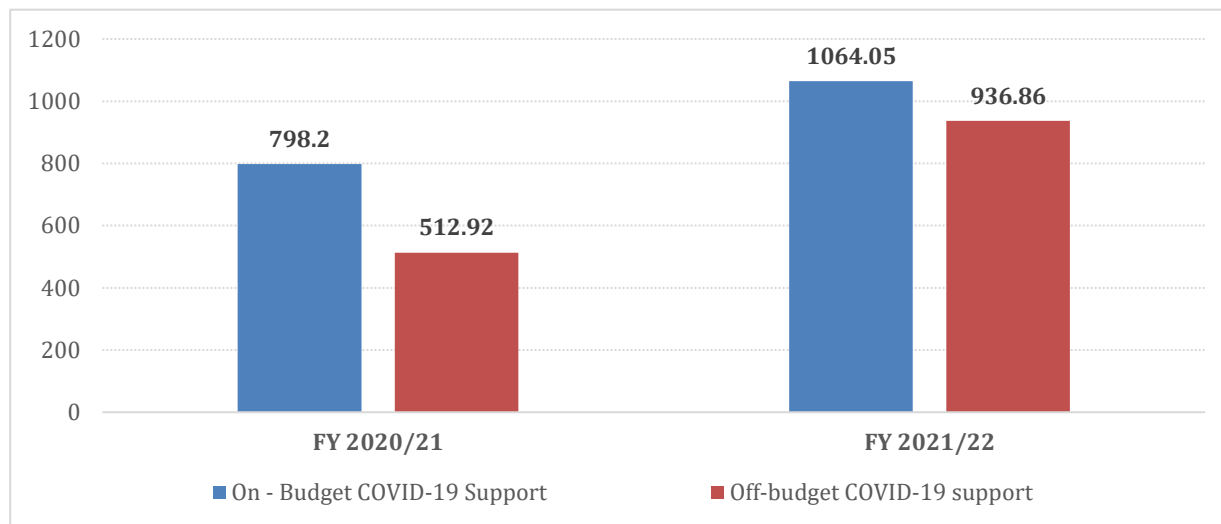
Source: MoFPED Aid Management

### 6.1.5 Management for Results

95. **The emergency of COVID19 in the first year of implementing NDP III presented unprecedented challenges to Uganda’s medium term development objectives, with a dent on domestic revenue and increased expenditure needs.** Consequently, the development partners responded with enhanced financing to help mitigate the health and economic downsides of COVID19. With the outbreak of COVID-19 pandemic, Government of Uganda instituted a lockdown on 21st March 2020 in order to curb the spread on the virus.

96. **The Covid-19 pandemic resulted in a number of development partners, Civil Society and private sector augmenting Government’s efforts in addressing the effects of the Pandemic through budget support for both on budget and off budget support).** Over the period of evaluation, both on budget and off budget support towards Covid-19 increased, for instance, a total of USD 1, 064.5 million was committed by various Development Partners in the FY 2021/22 compared to USD 798.2 million in the FY 2020/21 through Loans and Grants as support towards COVID-19 intervention. Similarly, a total of USD 936.86 million was committed in the FY 2021/22 compared to USD 512.92 million in the FY 2020/21 (Figure 16).

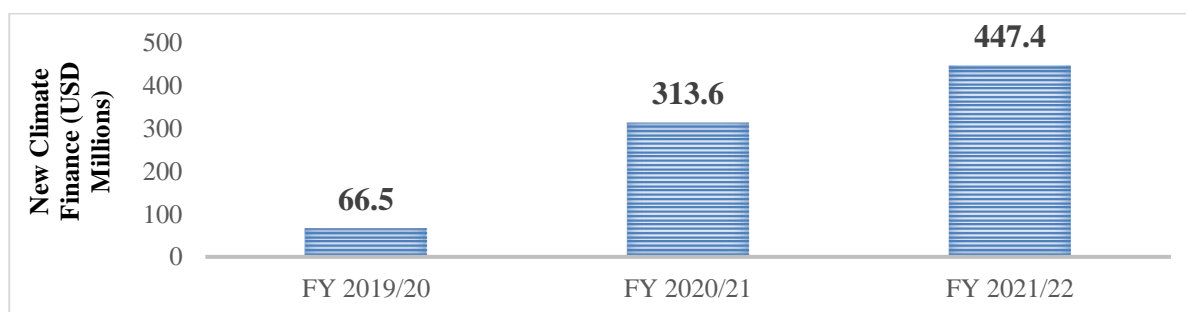
**Figure 16: Distribution of COVID - 19 Support in Uganda**



**Source:** Development Initiatives based on data from MoFPED.

97. **In tandem with heightened global commitments to climate change, financing for climate action at national level is on the rise.** At the national level, financing for climate action also referred to as climate finance particularly for African countries such as Uganda represents one of the key limiting factors holding back delivery of national obligations towards climate change. The new financing mechanism from development partners including the World Bank, Global Environment Facility, EU, Germany, Belgium and the United Kingdom have led to a 42.7% increase in climate finance mobilization efforts to Uganda for the FY 2021/22. Overall, the new climate finance to Uganda is expected to continue increasing (see Figure 17).

**Figure 17: Growth Trend of new Climate Finance**



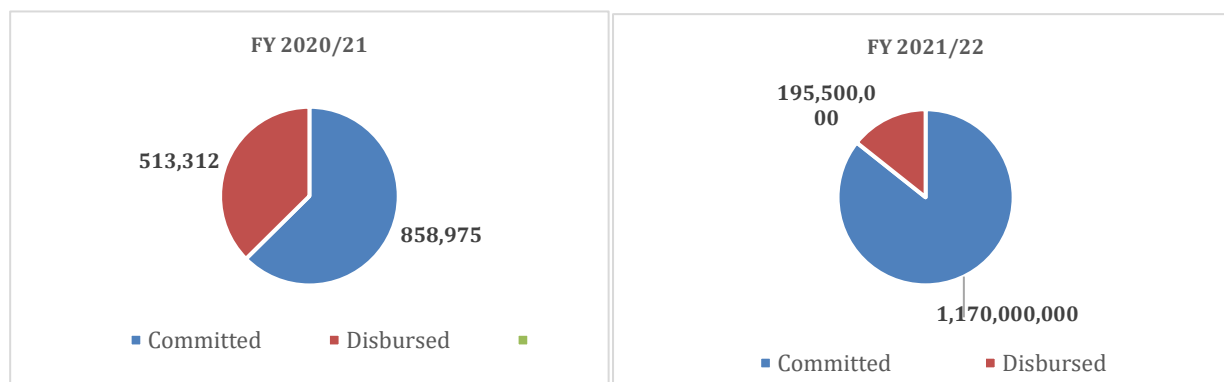
**Source:** Climate change department/MWE

98. **Financial performance of climate change projects over the period FY 2020/21 to FY 2021/22, the disbursement rate declined as measured by a disbursed against the total commitment.** Figure 20 shows that national projects were disbursed at an average rate of 34.04% in FY 2020/21 while in FY 2021/22 the projects performed at 17% (Figure 18). The low overall disbursement rate could be attributed to a number of new big projects under the



NDC Partnership and other United Nations Agencies category that are still at the commencement stage.

**Figure 18: Overall performance of Climate Change projects**



**Source:** Climate change department/MWE

## 7 CONCLUSIONS AND RECOMMENDATIONS

99. **Overall, development partnerships remain critical and relevant for development outcomes including the NDP III delivery and SDG 2030 as well as Uganda’s Vision 2040.**

However, there are gaps with efficiency, effectiveness, mutual accountability that have implications for impact and mutual results towards delivery of the NDP outcomes.

100. **NDP III and GoU recognise Development Partnerships as fundamentally relevant for Uganda’s sustainable Development.** The strong inclusive ownership by the GoU in development and driving NDP-III formulation has been noted by multi stakeholder partners as a useful process. The development partners consider NDP III a relevant planning tool, and have aligned their sector strategic and investment plans to the NDP making this process a highly relevant anchor for national planning. The Implementation mechanism of NDPIII indicates external financing as well as private and NGO financing as a suitable source of financing for the realization of Development outcomes of the NDPIII. The equivalent of the integrated National Financing framework – the draft Public Investment Financing Strategy (PIFS) underscores increased importance of multi stakeholder partnerships towards realization of multi-pronged financing streams both zero cost, low cost and non-concessional terms as well as public private partnerships. In the medium term, grants are expected to dwindle as Uganda ascends into middle income status. The lack of holistic capture of all development partners funding and activities especially NGO and other off budget support does not give full picture of the misaligned support to NDP activities.

101. **Currently, there are effective DP-GoU engagement mechanisms.** There are multiple GoU Stakeholder Engagement Forums ranging from the SDG coordination mechanism, the National Partnership Forum, NGO Forum, and Private Sector Foundation. All these contribute in one way or the other the implementation of NDPs and other long term continental (AU 2063) and global SDG 2030 development agenda. All these coordination mechanisms however, do not necessary bring all stakeholders together, thereby increasing transaction costs on GoU and sometime bring conflicting dialogue and reform messages. At best, the private sector, DPs and CSOs are brought together through the Programme working groups. The NPF, which is established in the National Partnership policy 2013, is merely a meeting platform than one of continuous monitoring of development partnership policies. The NDP III implementation structure does not provide for stakeholder partnerships and engagements.

102. **LDPG is necessary DP platform but no inclusive of all DPs.** The established Local Development Partners Group that brings together about 35 development partners, is only a proxy of the wider development partners engaged in Uganda – estimated by OECD to be nearly 60 partners and IATI data on DPs and implementation estimating over 180. The LPDG meets monthly but more focused on information sharing and occasionally either meets with GoU through the Economic Management Group and National Partnership Forum. However, the engagements are irregular and effectively structured with meeting action plans and associated monitoring. Additionally, the LDPG no longer has regular publications on its website of clear deliverables and DP activities. Reportedly, since the withdrawal of joint budget support framework in early 2010s, and obsolescence of the Division of Labour exercise which was aimed at optimising donor distribution across sectors, there has not been any joint programming and decision platform.

103. **Transition to programme based budgeting is reportedly affecting efficiency of partnerships in the short term.** With a declining external funding as share of the budget, growing off budget sometimes uncoordinated DP support and predominating effectiveness weaknesses dents the levels of efficiency. Previously, the DPs, private sector and CSOs were brought together under SWGs and currently under the programme working groups. The levels of efficiency may have suffered from the transition with some programmes becoming overly convoluted and the stakeholders report limited awareness of the operational dynamics of new programme working group approach and in some instances for large programmes, it is difficult to coordinate.

104. **The Government Annual Performance Report is the main anchor documentation guiding the NPF but not an effective partnership management for results.** Both the GAPR and the NDP III has no official joint assistance framework embedded and as such makes it difficult to assess development partnership impact due to lack of baseline. The advent of COVID19 at the start of NDP III adversely affected the development assistance both from source and the expenditure plans.

105. **The NDP III and the draft Public Investment Financing Strategy still underscore the relevance of multi stakeholder partnerships over the medium.** Overall, the external financing is poised to decline over the NDP III period with expected phase out of grant support as Uganda attains middle income status and the gradual fiscal consolidation expected in line with the Public Debt Management Strategy (2022-2026) and the charter of fiscal responsibility. However, long term partnerships remain critical, financial or otherwise and the sustainability of development initiatives is also premised on sustainable domestic resource mobilisation and improvements in public investment management. Public Private Partnerships will remain critical to delivery of key infrastructure projects with expected high economic return.

## **RECOMMENDATIONS**

106. To leverage effective partnerships, this review makes multi-pronged recommendations around the key principles of a) ownership and alignment, b) inclusive partnerships/harmonisation c) Mutual accountability and d) the management for results

### **Ownership and alignment**

107. **Recommendation 1:** NDP frameworks should adopt partnership framework and indicators which should be monitored and reported on periodically also as part of the GAPRs as well as through the The annual NDP assessment, the National Development Review Report. This call for defining measures and standards of performance and accountability of partner country systems in public financial management, procurement, fiduciary safeguards and environmental assessments, in line with broadly accepted good practices and their quick and widespread application. The adoption of Busan Indicators in to the NDP III framework and GAPR is importantly required. The findings therein are part of the dialogue that happens through the inclusive partnership approaches at the National Partnership Forum (and Technical NPF, Partnership Policy Working Group) involving all voices all non-state actors (CSOs, DPs, and private Sector). The Government Annual Performance Review (GAPR) to be more systematic and potentially guide the NPF dialogue to make it more results-oriented and driven by national processes. The MTR also argues strongly that improved planning and

reliable statistics for better monitoring and evaluation of development partnership results for impact. There is need for stronger involvement of non-traditional partners and other non-state stakeholders in partnership forum and partnership platforms to ensure a strong understanding of government priorities and alignment of their resources.

108. **Recommendation 2:** There is need to have a clear calendar for NPF activities, and should be aligned to budgeting and planning calendars. Strengthening, formalizing and delegating the accountability structures is imperative for effective dialogue and action tracking. Increasing the frequency of the NPFs meetings is recommended to at least twice a year. Key stakeholders should be allowed to provide input in to mutual accountability assessment developments.

*The aim to have mechanism to facilitate regular Government-led dialogue with development partners and other actors including representatives of local governments and civil society be instituted. This mechanism can provide space for regular updates on priority issues, including sharing key planning and budgeting documents in a timely matter and ensuring adequate and coordinated support while not leaving any sector or area underfunded.*

109. **Recommendation 3:** Operationalise and improve coordination of Joint programme working groups (PWGs) as most are larger than previously Sector Working Groups (SWGs). Streamline PWGs in line with NDPIII priority areas for PWGs to become a forum on strategic discussion on sector issues. PWGs to be reinvigorated as key vehicles for strengthening dialogue on planning, prioritisation, budgeting, performance monitoring, and policy reforms. Partnership dialogue to become more results-oriented and inclusive of all stakeholders. Better coordination of the PWGs identifying key results where both government and DPs are committed to make progress to which they can be held accountable. OPM, MoFPED, MoPS, NPA to provide more harmonised guidance and oversight of PWGs thereby ensuring accountability in coordination. Ensuring PWG processes work effectively to align “on budget” and “off budget” development assistance behind the NDP. Improving the alignment of sector/Programme strategic investment plans is a critical starting point.

110. **Recommendation 4:** Revise the policy frameworks including the partnership policy to cater for emerging trends, and complete the Development Cooperation Policy (DCP) to guide the sourcing and general governance of grants in development and inclusive growth focusing on alignment of grants to Government priorities, as well as transparency, official recording and reporting of off budget grants.

*Explore prospects of an integrated policy - combine the Partnership Policy, the Framework for the Partnership Dialogue and the forthcoming MoFPED Development Cooperation Policy (DCP) into a single integrated policy.*

111. **Recommendation 5:** Streamline and mainstream Project Implementation/ Management Units in to mainstream government system. A case in point is the SDG secretariat that is set outside the OPM structures, creating not only risks of duplication with the M&E department in OPM. The use of a program management unit (PMU) arrangement, while promotes transitional arrangements, could help improve coordination and implementation, in the long run the fragmentation undermines the strengthening of the country systems in the long run.

### **Inclusive Partnerships and Harmonisation**

112. **Recommendation 6:** The LDPG website could also be used as form of accountability by development partners where for example all country assistance strategies and their assessments are posted. One of the key areas of joint undertaking at the LDPG level is joint programming and collective and inclusive engagement in NDP activities. The website could also be a repository for each development partners to indicate their activities as well as medium term commitments.

113. **Recommendation 7:** There is a need to explore the option of resurrecting the Division of Labour Exercise and the subsequent publication which will help improve DP transparency while opening room for reducing transaction costs on Government. It will also serve to reinforce the mechanisms of mutual accountability.

### **Mutual accountability**

114. **Recommendation 8:** Strengthen existing platforms for dialogue towards improving the investment climate and enabling environment for business. These include *inter alia* Private Sector Foundation Uganda (PSFU), Private Sector Consultative Group and the Presidential Investors' Round Table, and Multi sector strategy Working Group.

115. **Recommendation 9:** Investment in the ability to invest by Government will leverage more resources on the budget. Improved Public Financial Management and accountability and effective oversight institutions are clearly of high importance. This will include strengthening both public finance reforms and public investment management. In particular, there is also need to undertake project due diligence through rigorous feasibility assessments to gauge the viability of the project. This will ensure that projects are well-structured, commercially viable

and will provide value for money. The improvements in fiduciary rating for Government will go a long way in raising substantive financing as indicated by some development partners.

116. **Recommendation 10:** Support data tracking mechanisms for development partnerships including both CSO and NGO activities towards the NDP III. Section 3.8.3 of Partnership policy requires all donors to report commitments and disbursements for all on and off-budget projects, including current-year quarterly, and 3 years forward spending projections, and Section 3.2.3 requires them to be on-plan.

Support the production of the ANNUAL STATE OF NGOS REPORT it would show ideas from various non-state actors on NDP processes. Its only in 2018 that we (NGO Bureau) managed to produce this report. Data is key- but right now we lack human and financial resources to put all the data together – the bureau needs a strong data management unit with analysis of data from regional offices. ***Respondent from the NGO Bureau***

## Annexes

### Annex 1: References

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## Annex 2: Data on external financing

**Table: Commitment Alignment to NDP Activities**

Sector	Project	NDP III projects	Type	Donor
WORKS AND TRANSPORT	KAMPALA CITY ROADS REHABILITATION PROJECT-AfDB -	224,000,000	Loan	ADB
	KABALE - LAKE BUNYONYI/KISORO - MGAHINGA ROADS UPGRADING PROJECT -	72,120,516	Loan	ADF
	KAMPALA CITY ROADS REHABILITATION PROJECT-AfDF -	54,148,084	Loan	ADF
	REFURBISHMENT OF KAMPALA-MALABA RAILWAY - CONCESSIONAL -	10,800,661	Loan	SPAIN
	REFURBISHMENT OF KAMPALA-MALABA RAILWAY LINE COMMERCIAL -	19,971,530	Loan	SPAIN
	UGANDA ROADS AND BRIDGES IN REFUGEE HOSTING DISTRICTS / KOBOKO-YUMBE-MOYO ROAD CORRIDOR PROJECT - G-2366	131,251,062	Grant	IDA
	PROJECT FOR THE IMPROVEMENT OF NATIONAL ROAD IN REFUGEE-	36,536,623	Grant	JAPAN

	HOSTING AREAS OF WEST NILE SUB-REGION - G-2371			
<b>WATER AND ENVIRONMENT</b>	CONSTRUCTION OF WATER AND SANITATION INFRASTRUCTURE AND ASSOCIATED ACTIVITIES IN THE DISTRICT OF ISINGIRO	-	Loan	FRANCE/AFD
	UGANDA INVESTING IN FORESTS AND PROTECTED AREAS FOR CLIMATE-SMART DEVELOPMENT PROJECT (IFPA-CD)	81,345,251	Loan	IDA
	IRRIGATION FOR CLIMATE RESILIENCE PROJECT (ICRP)	173,681,035	Loan	IDA
	DEVELOPMENT OF SOLAR POWERED IRRIGATION AND WATER SUPPLY SYSTEMS	116,272,584	Loan	UKEF
	UGANDA INVESTING IN FORESTS AND PROTECTED AREAS FOR CLIMATE-SMART DEVELOPMENT PROJECT (IFPA-CD)	72,782,593	Grant	IDA
<b>LANDS, HOUSING AND URBAN DEVELOPMENT</b>	COMPETITIVENESS AND ENTERPRISE DEVELOPMENT PROJECT (CEDP) - LANDS COMP	56,687,566	Loan	IDA

<b>JUSTICE LAW AND ORDER</b>	SECTOR BUDGET SUPPORT TO THE ACCESS TO JUSTICE SUB-PROGRAM (A2J SP)	9,011,039	Grant	AUSTRIA
<b>HEALTH</b>	COVID-19 RESPONSE AND EMERGENCY PREPAREDNESS PROJECT	13,126,468	Loan	IDA
	REPRODUCTIVE ,MATERNAL AND CHILD HEALTH SERVICES IMPROVEMENT PROJECT (URMCHIP)	15,555,495	Loan	IDA
	KARAMOJA INFRASTRUCTURE DEVELOPMENT PROJECT	11,716,503	Loan	ITALY
	ESTABLISHMENT OF A REGIONAL ONCOLOGY CENTER IN NORTHERN UGANDA	8,865,227	Loan	UNICREDIT BANK AUSTRIA AG
	COVID-19 RESPONSE AND EMERGENCY PREPAREDNESS PROJECT	2,700,000	Grant	IDA
<b>EDUCATION</b>	COVID-19 EDUCATION RESPONSE PROJECT	14,700,000	Grant	IDA
<b>AGRICULTURE</b>	NATIONAL OIL SEEDS PROJECT (NOSP)	103,002,164	Loan	IFAD
	NATIONAL OIL SEEDS PROJECT (NOSP)	30,000,000	Loan	OPEC
	MULTI - SECTORAL FOOD SECURITY AND	7,000,000	Grant	IDA

	NUTRITION PROJECT			
<b>ACCOUNTABILITY</b>	COMPETITIVENESS AND ENTERPRISE DEVELOPMENT PROJECT [CEDP]	46,859,822	Loan	IDA
	RESOURCE ENHANCEMENT AND ACCOUNTABILITY PROGRAMME (REAP)	11,781,297	Grant	GERMANY
	COVID-19 RESPONSE SUPPORT PROGRAM	33,209,016	Loan	ADF
	TO FINANCE THE BUDGET FOR FY 2020/21	236,321,979	Loan	AFREXIM BANK
	TO FINANCE THE BUDGET FOR FY 2020/21	166,000,000	Loan	AFREXIM BANK
	INTERGOVERNMENTAL FISCAL TRANSFERS PROGRAM (UgIFT)	251,955,361	Loan	IDA
	EXTENDED CREDIT FACILITY (ECF) TO SUPPORT POST-COVID-19 RECOVERY	1,031,687,967	Loan	IMF
	UGANDA DEVELOPMENT BANK LIMITED PROGRAM OF OPERATIONS FOR THE YEARS 2020 - 2024 PROJECT	19,876,764	Loan	KUWAIT FUND
	TO FINANCE THE BUDGET FOR FY 2020/21	243,279,998	Loan	TDB
	INTERGOVERNMENTAL FISCAL TRANSFERS	68,295,064	Grant	IDA

	PROGRAM (UgIFT)			
<b>Totals</b>		3,374,541,668		

**Total Commitments by Development Partners to NDP III projects (FY 2020/21 and FY 2021/22).**

<b>Development Partner</b>	<b>Commitment NDP III</b>	<b>LDPG</b>
IMF	1,031,687,967.26	YES
IDA	935,939,716.02	YES
ADB	383,477,615.98	YES
IFAD	103,002,164.04	YES
FRANCE/AFD	80,976,316.19	YES
GERMANY	11,781,296.72	yes
ITALY	11,716,502.81	yes
AUSTRIA	9,011,038.52	yes
UNICREDIT BANK AUSTRIA AG	8,865,227.27	yes
AFREXIM BANK	402,321,979.24	NO
TDB	243,279,998.25	NO
UKEF	116,272,583.82	NO
JAPAN	36,536,622.68	NO
SPAIN	30,772,191.44	NO
OPEC	30,000,000.00	NO
KUWAIT FUND	19,876,764.06	NO
<b>Totals</b>	<b>3,455,517,984.31</b>	

**Source:** MoFPED - Aid Management Platform

**Table: Disbursements by DPs**

	FY 2020/21	FY 2021/22
Donor Agency	DP Disbursement %	DP Disbursement %
JAPAN	51%	290%
FRANCE/AFD	56%	272%
GERMANY	0%	121%
UNICREDIT BANK AUSTRIA AG	100%	114%
CHINA	119%	97%

GLOBAL FUND	36%	79%
EU	397%	79%
IMF	124%	77%
UKEF	45%	59%
ADB	65%	45%
IDA	96%	43%
AFREXIM BANK	100%	42%
ABU DHABI	211%	32%
IFAD	24%	21%
IDB	54%	19%
COMMERZBANK AG	47%	7%
BADEA	0%	0%
DANIDA	0%	0%
ITALY	0%	0%
KFW	0%	0%
KUWAIT FUND	37%	0%
OPEC	4%	0%
STANBIC BANK (UGANDA) LIMITED	0%	0%
AUSTRIA	100%	
BELGIUM	0%	

IDLO	100%	
NDF	25%	
SPAIN	12%	
STANDARD CHARTERED BANK	173%	
UNOPS	10%	

Source: AMP

### Annex 3: DP support to Private Sector

Donor	Support details	Amount and period
World Bank	Competitive and Enterprise Development Project – Additional Finance	Tourism component of US\$43.1m and a Land Component of US\$56.7m.  Period: 2020 -2022
	Competitive and Enterprise Development	Land = US\$54m, Business Registration US\$10m, Tourism US\$25m, Matching Grant US\$8m  Period: 2013-2022
	Mobilizing Private Investment for Jobs	IDA – (US\$150m) and a Multi-donor Trust Fund US\$35m (Sweden, Netherlands and DFID)
USAID	USAID Loan Guarantees with commercial banks	Agriculture – \$9M (2014-2021), Energy - \$10M (2016-2022), Health - \$5M ( 2017-2022), and Infrastructure - \$5M (2009-2025)

Donor	Support details	Amount and period
GIZ	Tourism Sector Employment and Skills for Development	Euro 1.7m (GiZ = 400K;Private sector = Euro 780K)
GIZ	SME Development programme within the Employment and Skills for Development in Africa (E4D) initiative Funded by the German and Norwegian Governments as well as the EU and private sector partner	8 Mio EUR total for Uganda ( 2020- 2023)
GIZ	Global Business Network(GBN),Funded by the German government	For Uganda 325.000 EUR for 2020 extended till 2023.
DANIDA	Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE) – Support to Trademark East Africa	DKK 60 million ( 2019-2022)
	Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE) –Support to Agricultural Business Initiative (aBi)	DKK 230 million ( 2019-2022)
	Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE) – Support to	DKK 285 million ( 2019-2022)



Donor	Support details	Amount and period
	Northern Uganda Resilience Initiative	
IFAD	Yield Uganda Investment Fund.	EUR 20 Million Fund (including co-financing by NSSF, SEDF and FCAI); EUR 3 Million for BDS ( 2017-2027)
	National Oil Palm Project (NOPP)	Total of USD 210M which includes 77M from IFAD;90.6M from BIDCO; 25.5M from GoU and 17.2M from beneficiaries. Period: 2018-2029
FSDU	Financial Inclusion and Financial Sector Development (Funded by DFID and Gates Foundation)	\$20m ( 2020-2025)
EU	START Facility	EUR 4,000,000 ( 2018-2022)
	EAC-EU Market Access Upgrade Programme	EUR 3,480,000 (2019-2022)
	Support to the Uganda Development Bank	TA funds 2020-2023
	Uganda Green Enterprise Finance Accelerator (UGEFA)	EUR 6,000,000 ( 2020-2024)
	Support to Tourism Sector affected by Covid 19	EUR 6,000,000 ( 2020-2023)
	Deal Flow Facility	Set up funding ( 2020-2024)

Donor	Support details	Amount and period
Netherlands Embassy	Business Lab Uganda	EUR 400K (+ possibly 300k additional). Mid 2021 (+possibly extension 1 year)
	TIDE 2	Euro 13 mln (3 mln fund) (2019-2024)
	Horticulture	Euro 10 mln + 3mln fund (2020-2024)
	REACH	Euro 17 mln (2016-2021)
	Best Farmers Contest	Total: Euro 300K/year
	Improving vito-sanitary	EKN: 250K (+WTO)
UK FCDO	Northern Uganda Agri-business (NUTEC)	GBP 48m ( ending FY 2021/22)
	Trade-Mark East Africa	GBP 25m for Uganda with a extension beyond 2021
	Manufacturing Africa	GBP 20m for Uganda as part of a regional programme

## Annex 4: Evaluation Questions

### Annex 3.1 DP questions

It was agreed as part of the inception report that the Development Partnerships thematic report will cover a range of review/evaluation questions. Further details on the areas of enquiry are contained in table below.

#### A. Background.

1.	Name of organization:	
2.	Type of organization ( Multi-lateral or bilateral )	
3.	Website:	
4.	Contact person and position:	
5.	Tel. No.:	
6.	Email:	
7.	Do you have a country assistance strategic Plan? 1=Yes 0=No	
8.	If yes, share the link and also describe how the plan addresses NDPIII process?	

Kindly provide evidence where applicable including but not limited to country assistance strategies or the equivalent as well as other programme implementation and progress reports.

## Ownership

1. To what extent did you participate and how in the NDP III formulation process?
2. To what extent did you participate and how in the NDP II formulation process?
3. To what extent did you participate and how in the current partnership policy formulation, review and update processes?

## Alignment and Donor Coordination

4. Do you view the NDPIII as an adequate framework for your own country strategy and programming? Yes, or no? and why?
5. Was NDPII an adequate framework for your own country strategy and programming? Yes, or no? and why?
6. To what extent and how much has your agency aligned their priorities to the NDPIII? Choose the appropriate option.
  - a) Not Aligned
  - b) 1 - 25 %
  - c) 26 - 50%
  - d) 51 - 75%
  - e) 76 - 100%
7. To what extent and how much has your agency aligned their priorities to the NDPII?
  - a) Not Aligned
  - b) 1- 25 %
  - c) 26 - 50%
  - d) 51 - 75%
  - e) 76 - 100%
8. How much of your assistance utilizes Uganda national public finance systems?
  - a) % of your support on the budget? ((Busan Indic 9b))
  - b) % disbursed using GoU budget execution procedures (Busan Indic 9b)
  - c) % disbursed using GoU financial reporting systems ((Busan Indic 9b)
  - d) % disbursed using GoU procurement systems ((Busan Indic 9b)
  - e) %disbursed that are recorded in the GoU systems ((Busan Indic 9b)
9. What are other implementation mechanisms have you utilized towards supporting Uganda's development? Mention the number of parallel PIUs?
10. Any engagements you have had to ensure alignment and coordination with non-state actors (private sector and CSOs) in the NDP processes? Please indicate the existing mechanisms?

## Division for Labor and Donor Harmonization

11. To what extent has your agency improved harmonisation and reduced transaction costs in dealing with different development partners?
12. What are the existing Development Partnership coordination mechanisms in place and to what extent are they effective in development partner's coordination towards NDPIII process? How do Development Partners jointly engage on the NDPIII processes?
13. What are the existing Development Partnership coordination mechanisms in place and to what extent were they effective in development partner's coordination towards NDPII process? How did Development Partners jointly engage GoU on the NDPII process?
14. How are you engaged in the National Partnership Forum? Indicate the frequency and the level of efficiency of the engagements?

15. What is the level of progress with the Division of Labour exercise in Uganda? Percentage of their total aid portfolio for the country that goes the funding to DoL sectors
16. Where there low or limited progress with DoL, what are the underpinning factors?
17. How has the government move to programme based planning and budgeting affected Division of Labour exercise?
18. State and how the NDP III programme that you support? Select the most appropriate option

NDP III Programme	Lead role	Funding	Level of engagement
	Yes or no?	Yes or no	a) Actively engaged b) Leaving Sector c) Planning new engagement d) Not engaged
Digital Transformation			
Legislation, Oversight and Representation			
Sustainable Energy Development			
Community Mobilisation and Mind Set Changing			
Tourism Development			
Innovation Technology Development and Transfer			
Manufacturing			
Human Capital Development			
Regional Development			
Development Plan Implementation			
Sustainable Urbanization and Housing			
Sustainable Development of Petroleum Resources			
Administration of Justice			
Integrated Transport Infrastructure and Services			
Mineral Development			
Climate change, natural resource, environment and water management			

Private Sector Development			
Agro-Industrialisation			
Public Sector Transformation			
Governance and Security			
Interest Payments Due			

19. State and how the NDP II sector that you supported? Select the most appropriate option

NDP II Sector	Lead role	Funding	Level of engagement
	Yes or no?	Yes or no	a) Actively engaged b) Leaving Sector c) Planning new engagement d) Not engaged
Security			
Science, Technology and Innovation			
Tourism			
Lands, Housing and Urban Development			
Legislature			
Public Administration			
Local Government			
Public Sector Management			
ICT & national guidance			
Social Development			
Works and Transport			
Agriculture			
Education			
Health			
Water and Environment			
Justice/Law and Order			
Accountability			
Energy and Mineral Development			
Trade and Industry			
Interest Payments Due			

20. State the off budget funding to the programme and or sector over NDP II and NDP III Period

NDP III Programme	FY (Amount in USD)	
	2015/16	2016/17
Digital Transformation		

Legislation, Oversight and Representation		
Sustainable Energy Development		
Community Mobilisation and Mind Set Changing		
Tourism Development		
Innovation Technology Development and Transfer		
Manufacturing		
Human Capital Development		
Regional Development		
Development Plan Implementation		
Sustainable Urbanization and Housing		
Sustainable Development of Petroleum Resources		
Administration of Justice		
Integrated Transport Infrastructure and Services		
Mineral Development		
Climate change, natural resource, environment and water management		
Private Sector Development		
Agro-Industrialisation		
Public Sector Transformation		
Governance and Security		
Interest Payments Due		

21. State the off budget funding to the sector over NDP II Period?

Sector	Financial Year ( Amount in USD)				
	2015/16	2016/17	2017/18	2018/19	2019/20
Security					
Science, Technology and Innovation					
Tourism					
Lands, Housing and Urban Development					

Legislature					
Public Administration					
Local Government					
Public Sector Management					
ICT & national guidance					
Social Development					
Works and Transport					
Agriculture					
Education					
Health					
Water and Environment					
Justice/Law and Order					
Accountability					
Energy and Mineral Development					
Trade and Industry					
Interest Payments Due					

22. What could be done to ensure a working Division of Labor process in Uganda?
23. What attempts are there to sustainably engage non-traditional donors to support the NDP core projects
24. What is recommendation for enhancing harmonization of DPs for effective engagement in implementing the NDP and the respective programmes?

#### **Transparency and Mutual Accountability**

25. To what extent and how has the NDP provided a basis for mutual accountability between GoU and DPs?
26. What proportion of your development agency's commitments are disbursed for NDPIII?
27. What proportion of your development agency's commitments were disbursed for NDPII?
28. What is your proportion of financial aid delivered in the year for which it was scheduled? (Annually for period 2015 to 2022)
29. How can we improve joint assistance and coordination to be mutually accountable for Uganda's development?

#### **Management for Results for Aid Effectiveness**

30. What are the lessons learnt in the management of partnership between development partners and government under the NDP process?
31. What are the recommendations for the improvement of NDP as an effective basis for the management for results?

### **Annex 3.2 NDP II evaluation CSO Questions**

#### **A. Background.**

9.	Name of organization:	
10.	Type of organization ( National, Regional or International)	
11.	Membership or affiliation with any CSO network or forum involved in national development process? If yes, specify	
12.	Website:	
13.	Contact person and position:	
14.	Tel. No.:	

15.	Email:	
16.	Do you have your Strategic Plan? 1=Yes 0=No	
17.	If yes, share the link and also describe how the plan addresses NDPIII process?	
18.	What are your main ongoing programs/projects related to NDPII?	

**B. CSO Involvement in NDP processes**

- What role does this CSO play in the delivery of National Development Plan processes (planning, implementation, and monitoring)?
- Was your organization been involved in one of NDP II activities? 1= Yes, 0= No
- If yes, to what extent were you involved in the NDP II processes? Mention the process you were engaged in?
- If yes, how you did align your budgets/resources to support in the implementation of NDPIII programmes? Mention key areas of support and the respective NDP or budget programmes that were supported.....
- On a scale of 1-5, rate the level of CSO engagement in in the NDP II process based on the Likert scale: **1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5 strongly agree**

Level of Engagement	1	2	3	4	5
There are always participatory civic engagement and oversight process for CSOs in NDP					
There is always space for CSOs engagement in policy dialogues and feedbacks					
CSOs do voice their needs and priorities during NDP processes					
CSOs are involved in monitoring and advocacy of NDP processes					
CSOs actively and effectively participate with key stakeholders (private, public, development actors) in decision making during SWG meetings and other undertakings in NDPIII process					

- Did CSOs involvement in NDP processes result in more impactful and inclusive policy making and programmes? Likert scale: **1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5 strongly agree**
- What could be explanatory factors for CSOs not having effectively engaged in NDP II processes?.....

**C. CSO coordination and institutional framework**

- How are CSOs engaged in the new institutional framework that shifted from sector to programme implementation?
- Are you aware of any NDPIII coordination and implementation mechanisms that involve CSOs? If yes mention them, the frequency of engagements?.....
- How effective are GoU- CSO coordination mechanisms for NDP and budget implementation? Where relatively ineffective, please indicate how this should be improved?

**D. Capacity of CSOs**

- Describe your institutional capacity in the respective processes?

Capacity gaps/needs of CSOs to engage constructively in NDPII processes	Fully developed capacity	Partially developed capacity	Not at all	Reasons
Analytical capacity of your organization in NDP and Budget matters				



Ability of your organization to analyze the M&E data and produce appropriate reports				
Institutional and technical capacity of your organization to actively engage the government, and other policy making organs				
Technical capacity to support data-based advocacy at national and sub national level for NDP activities				
Your organization's access to, use and re use of public information				
Policy feedback, policy consultation and policy review				
Policy influence and decision-making processes				
Others, specify.....				

**Other KIIs**

Interview Questions	
DPs	i. Refer to link for <a href="https://ee.humanitarianresponse.info/x/UrUGqbVY">Development Partners</a> <a href="https://ee.humanitarianresponse.info/x/UrUGqbVY">https://ee.humanitarianresponse.info/x/UrUGqbVY</a>
CSOs	i. Link for NDP III mid-term review <a href="https://ee.humanitarianresponse.info/x/4nKHRRIr">https://ee.humanitarianresponse.info/x/4nKHRRIr</a>
	ii. Link for <a href="https://ee.humanitarianresponse.info/x/mRoEgyBy">CSOs NDPII End Evaluation</a> : <a href="https://ee.humanitarianresponse.info/x/mRoEgyBy">https://ee.humanitarianresponse.info/x/mRoEgyBy</a>
OPM	<p>i. Uganda is a signatory to many partnership frameworks, describe Uganda's strategic direction in terms of development partnerships with key stakeholders (DPs, CSOs, and Private Sector)?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>ii. What are institutional, policy and legal frameworks in place towards the implementation of Development Partnership? Give more details on the state of partnership policy?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>iii. Describe the role of OPM in Uganda's Partnership agenda?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>iv. What GoU mechanisms exist for effective DP engagements?</p> <p>.....</p> <p>.....</p> <p>v. Describe the existing approaches and working groups existent towards the implementation of NDP Programmes? Describe the functionality and effectiveness of the working groups?</p> <p>.....</p> <p>.....</p> <p>vi. Are there established monitoring frameworks for partnerships? If, so what is the state of progress over both NDP II and NDPIII? NDP III</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>NDP II</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>vii. Describe any variations in progress over the two plans?</p> <p>.....</p> <p>.....</p>

**Interview Questions**

	<p>.....</p> <p>viii. How does GoU engage with non-traditional donors? Describe the current progress to date?          .....</p> <p>ix. How can GoU / stakeholders ((DPs, CSOs, and Private Sector) relations be strengthened so that the efficient and effective implementation of the future NDP is enhanced?          .....</p>
MoFPED	<p>i. Describe the role of MoFPED in fostering development partnerships towards Uganda’s national development?          .....</p> <p>ii. Describe the MoFPED engagement mechanisms with development partners? Comment on the Economic Management Group functionality and Joint Assistance Frameworks that are in place?          .....</p> <p>iii. Describe the existing approaches and working groups existent towards the implementation of NDP Programmes? Describe the functionality and effectiveness of the working groups?          .....</p> <p>iv. What are existing financing non-traditional streams towards NDP III?          .....</p> <p>v. What are the fiscal and non-fiscal incentives provided by government to the private sector over the NDPIII period? Also provide the COVID19 GoU incentives          .....</p> <p>vi. What are the current policy initiatives in place to support private sector investments towards the implementation of National Development Plan III?          .....</p> <p>vii. What is your assessment on the development partnerships in terms of donor harmonization, alignment to use of government systems and mutual accountability?          .....</p>
Private Sector	<p>i. What is the role of private sector towards implementation of NDP? Specify key interventions of private sector towards          NDP II          .....</p> <p>NDP III          .....</p>

**Interview Questions**

	<p>ii. Describe the partnership mechanism between you and Government in with in which you have engaged to implement.</p> <p>NDP II          .....          .....</p> <p>NDP III          .....          .....</p> <p>iii. Government is working with development partners, the private sector, CSOs academia media and other non-state actors to implement national programs. In your opinion describe the level of efficiency of these engagements and partnerships?          .....          .....</p> <p>iv. To what extent has the National Private Sector Development Strategy anchored (or been a reference) your interventions in the realization of NDP outcomes          .....          .....</p> <p>v. What are the opportunities therein exist for private sector engagement in the implementation of NDP?          .....          .....</p> <p>vi. What challenges (and corresponding suggestions) have you encountered in aligning your projects/programs to the attainment of NDP results?          .....          .....</p> <p>vii. Kindly make recommendations on how best the private sector can be mobilized to optimally contribute to the NDP outcomes?          .....          .....</p>
<p>NGO Board</p>	<p>To what extent were you involved in both NDPII and NDPIII processes (Formulation, Implementation and Monitoring)? Describe the role of NGO Board towards the National Development objectives?          .....          .....</p> <p>ii. To what extent have the NDPs (II&amp;III) been a reference for NGO/civil society work? If not, give reasons and recommendations. Where there is evidence, provide          .....</p>

## Interview Questions

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- iii. Is the current NDPIII/national planning framework adequate for NGO/civil society participation and contribution to national development?

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- iii. What are established mechanisms/ institutional frameworks for NGO harmonized coordination and also multi stakeholder mechanisms towards engagement in NDP activities? Also guide on functionality of these mechanisms.

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- iv. In what ways would the NGO Bureau facilitate collection of ideas from various clusters of non-state actors to inform the NDP formulation and implementation?

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- v. In what areas do you wish to see policy changes for NGO/civil society strengthening for enhanced accountability and advocacy roles?

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**Interview Questions**

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vi. What is the estimated contribution of NGO/Civil Society to the Ugandan economy in terms of:

Employment .....

GDP .....

Provide evidence on the

vii. What are the estimated inflows to support NGO/Civil Society activities in Uganda (USD)?

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viii. What institutional frameworks do you propose to be established at NPA to coordinate NGO/Civil Society input into the planning processes?

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ix. What is the total number of registered NGOs/Civil Society by category e.g Health, Education, Water & Sanitation, Agric, etc? Please provide lists where possible.

### Annex 5: List of DPs Consulted (so far)

Development Partner	Respondent/KII
Irish embassy	Peter Micheal Oumo, Economic Advisor
US embassy	Martin Muwanga
IMF	Karpowicz, Izabela, IMF resident Representative
EU	Talent Tumwesiga, Economic advisor
Italian Agency for Development Cooperation (AICS)	Head of Cooperation
UN RCO	Emelia Susan Ngongi Namondo, UN Resident Coordinator  Simon Nsereko, <i>Economist</i> , UN Resident Coordinator's Office-RCO  Issa Conteh,
Belgian development cooperation	Head of Cooperation
Swedish Embassy	Mr. Adam Kahsai Rudebeck, Ag Head of Cooperation
African Development Bank	Peter Engbo RASMUSSEN   Principal Country Economist

### Annex 6: List of CSOs Consulted

CSO	Respondent/Position
CSBAG	JULIUS MUKUNDA Executive Director
ACODE	Dr. Arthur Bainomugisha, Executive director
Akina Mama wa Afrika	Eunice Musiime Executive Director
OXFAM	Francis S Odokorach, Executive Director
NGO Forum	Chris Nkwatsibwe, Executive Director

UDN	Julius Kapwepwe, Programmes Director
The NGO Bureau	Stephen Okello, Eexecutive Director